

Officer Candidate Guide US Army National Guard

**FINAL
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**Headquarters
US Army Infantry School
Fort Benning, GA
01 March 2003**

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Officer Candidate School, Reserve Component

Summary. This pamphlet provides a guide for US Army National Guard Officer Candidate School students and cadre.

Proponent and exception authority. The proponent of this pamphlet is the Commanding General, US Army Infantry School. The CG, USAIS has the authority to approve exceptions to this pamphlet that are consistent with controlling laws and regulations. The CG, USAIS may delegate this authority, in writing, to a division chief within the proponent agency in the grade of Colonel or the civilian equivalent.

Intent. The intent of this pamphlet is to ensure that National Guard OCS Candidates nationwide share one common standard, which mirrors the Federal OCS program. It facilitates the cross-state and cross-TASS region boundary training of US Army officer candidates.

Use of the term “States”. Unless otherwise stated, whenever the term “States” is used, it is referring to the CONUS States, Alaska, Hawaii, the US Virgin Islands, Territory of Guam, the Commonwealth of Puerto Rico, and District of Columbia.

Supplementation. Local OCS programs may supplement this document in order to meet the needs of local SOPs and regulations, but they may not substantially modify any policy set forth in this document without written authorization from the proponent.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Senior Title XI, USAIS, at Headquarters, United States Army Infantry School, ATTN: ATSH-OTT-T, Fort Benning, GA 31905-5000.

Distribution. This publication is available in electronic media only and is intended for all Reserve Component OCS cadre and students.

* Supersession. This pamphlet supersedes all Federal and ARNG Student Guides dated prior to 01 April 2003.

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Chapter 1

ORIENTATION

A piece of spaghetti, like a military unit, must be led from the front.

-General George S. Patton Jr.

1-1. **Gender Statement.** All references to the male gender throughout this document apply to both sexes unless otherwise indicated.

1-2. **Applicability.** This guide applies to all candidates assigned to or attached to Reserve Component Officer Candidate School.

1-3. **Mission.** Train selected personnel in the fundamentals of leadership and basic military skills; instill the professional and physical fitness ethic; evaluate leadership potential; and commission those who qualify as second lieutenants in the Total Force.

1-4. **Officer Candidate School Organization.**

- a. The Regional OCS Battalion Commander provides command and control and is the Course Convening Authority (CCA) for the conventional Phase I.
- b. The local General Studies Battalion (or OCS Battalion if applicable) is responsible for the command and control, billeting, administrative and logistical support of the candidates. The Battalion Commander is the recycle authority for Officer Candidate School.
- c. OCS Company Commanders are responsible for developing and evaluating the leadership performance of the candidates under their command. Each company is organized into platoons of candidates, when possible. A TAC (Teach, Assess, Counsel) Officer and TAC NCO supervise each squad or platoon. They are responsible for guiding, mentoring, assisting, directing, counseling, assessing, and evaluating each candidate.

1-5. **Officer Candidate School Prerequisites.**

- a. Applicants must meet all application and selection prerequisites outlined by AR 600-100, NGR 350-51, and applicable NGB correspondence.
- b. Candidates must be medically qualified IAW chapter 2, AR 40-501. Candidates cannot possess a profile that limits taking the Army Physical Fitness Test (APFT) or full participation in any vigorous training.
- c. Candidates must possess an initial issue of serviceable clothing as outlined in AR 670-1 and AR 700-84.
- d. Candidate must obtain all items on the OCS Packing List (Appendix G) prior to Class Opening.

1-6. **Course Overview.**

- a. General: Reserve Component OCS is a 12- to 15-month (traditional program) or 8-week (accelerated program) Leaders' Course of Instruction, taught in a high-stress environment, during which the cadre develop and evaluate the performance of the candidates as it relates to their potential for commissioning as second lieutenants in the Total Force.

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b. Program of Instruction (POI): United States Army Infantry School (USAIS) prepares, publishes, and distributes the OCS Course Management Plan (CMP) and Program of Instruction (POI). The course of instruction will not exceed 16 months and is presented in three phases. The OCS Battalion or Company Commander directs phase advancement, dependent on class performance.

(1) Phase 0. Although not a formal POI phase, traditional OCS programs typically conduct a three-IDT period Phase 0 program. This phase consists of instruction in basic soldier skills, drill and ceremony, physical training, and administrative preparation. The goal is to prepare prospective candidates to succeed in OCS.

(2) Phase I. Consists of one 15-day annual training period. Training focuses on the individual, squad and platoon levels. Candidates receive military subject, land navigation, and leadership training under high stress conditions. Candidates begin Phase I candidates in the OCS *Basic Status*; in Basic Status OCS maintains a climate of strict discipline as the cadre show the candidates OCS standards and then expect the candidates to meet these standards. Candidates train under extremely demanding mental and physical conditions.

(3) Phase II. In the traditional program, Phase II occurs during IDT weekends, between the first and second annual training periods; in the Accelerated Program, Phase II is a four week ADT period. Phase II is characterized by increased TAC officer teaching and a slight reduction in stress producing situations. Training focuses on the individual, squad and platoon levels. During this phase, candidates continue to perfect the skills learned in the basic phase and strive for tactical and small unit leadership skills and confidence. Candidates will assume additional responsibilities designed to refine their leadership skills through additional challenges of maintaining a completely functional student chain of command. The OCS Class enters Phase II in Basic Status and progresses, at the discretion of the TAC Staff, through Intermediate to Senior Status.

(4) Phase III. Consists of one 15-day annual training period. Training occurs at individual, squad, platoon, and company level; with the focus on tactical operations and field leadership. Officer candidates focus on polishing leadership skills. The TAC officer role is that of a teacher, mentor and role model. This phase is the final refining of the candidate done by the cadre to ultimately prepare the candidate for the officer environment. Officer candidates are typically in Senior Status throughout Phase III.

NOTE: Progression to Intermediate or Senior status is not automatic, but is performance-based, and the status may be revoked at any time.

1-7. Graduation Requirements. Candidates must meet the following requirements for graduation. Candidates who fail to meet these requirements will be recycled or eliminated.

a. Academics. Candidates must pass all written examinations or re-tests. Candidates may retest once per exam. Candidates must pass the day and night land navigation tests. This is a Phase I completion requirement. Candidates may retest once per test. Under exceptional circumstances the Battalion Commander may authorize one additional retest for any exam (academic or land navigation) if the candidate demonstrates outstanding leadership potential.

b. Pre Commissioning Common Core Tasks (PCCTs). Candidates must demonstrate proficiency in all PCCT tasks.

c. Physical Fitness. Candidates are required to demonstrate physical fitness, stamina and endurance throughout the course.

(1) Army Height, Weight and Body Fat Standards. Candidates must meet the height, weight and body fat standards IAW AR 600-9.

(2) APFT. The final APFT is given near the end of the course. A candidate who does not score 60 points per event will be eliminated from the course.

(3) Foot Marches. Candidates must complete all foot marches within prescribed standards. During Phase I candidates complete one 5-mile foot march in 1 hour and 45 minutes (the re-test may occur in Phase II). During Phase II candidates complete one 12-mile foot march in 4 hours and 10 minutes. Candidates who fail to meet the standard will be allowed one retest. The OCS Company

Commander may schedule additional foot marches to prepare candidates for the 12-mile event. For task, conditions, and standards, see Chapter 7, Training.

d. Leadership. Candidates must demonstrate, based on the assessment of the cadre chain of command, an improvement in leadership performance throughout the course. Candidates will be evaluated a minimum of twice in garrison and twice in the field. By Phase III candidates should generally be performing at a “3” level.

e. Training. Candidates cannot be absent for more than 12 cumulative hours of scheduled training. Only the Battalion Commander (RTI Commander in the absence of a battalion commander) can make exceptions to this policy.

1-8. Requirements for Graduation with Honors.

a. All candidates are encouraged to strive for excellence. The earning of a student honor by a candidate is very prestigious and is indicative of the attainment of excellence throughout the course. The criteria for student honors focus on the “whole person” concept and requires the candidate to have excelled in physical fitness, academics and leadership. To be eligible for student honors, candidates must meet all graduation requirements. In addition, candidates must be in the top 33% of the overall course criteria based on academics, physical fitness, and leadership.

b. The following candidates are not eligible for honors:

(1) Recycled candidates, with the exception of medical recycles who are in good standing at the time of recycle, are not eligible for student honors or other recognition.

(2) Candidates who receive a Class I or higher disciplinary action are ineligible for student honors or other recognition. See Chapter 5, Discipline for explanation of disciplinary actions.

1-9. Student Honors.

a. Erickson Trophy Recipient / Distinguished Honor Graduate. This award is given to the top candidate in each OCS class in each state. Top candidate status is determined using the honors point system described in Appendix K. This award is presented by the authority of the Department of the Army and the Air Force, National Guard Bureau and signifies distinguished leadership and academic ability.

b. Leadership Excellence Award. This award is presented to the candidate with the highest number of honors points in the leadership portion of the honors points system. This award signifies the candidate who excelled in the leadership aspect of OCS and is in recognition of their superior leadership abilities.

c. Physical Fitness Award. This award is presented to the candidate with the highest score on APFT # 2 (highest number of honors points in the APFT portion of the honors points system). This award signifies the candidate excelling in physical fitness and is in recognition of their superior level of physical fitness. If one or more candidates score 300 points on APFT # 2, the extended scale is used to determine the recipient of the physical fitness award.

d. Honor Graduates / Commandant's List. Honor graduates are those officer candidates who graduate at the top of their class as determined by using the honors points system described in Appendix K. The number of officer candidates who are designated honor graduates is determined by each state but cannot exceed 33% of the graduating class.

e. Other Awards Determined by Each Region or State. Local commands may present additional awards IAW local policy and tradition.

1-10. The Distinguished Military Graduate (DMG) Selection Process. See Appendix K.

1-11. Social Functions.

a. Social functions enhance individual and group development and are considered good training. These functions promote a relaxed environment in which candidates and their spouses may learn the social obligations and etiquette they will incur as part of an Army family and provide the framework from which to develop the social obligations expected of an Army officer.

b. The Dining-In. The most common social event in which candidates may participate is the Dining-In. The Dining-In is a formal dinner held by a military unit or organization. The rationale prompting the event may vary. The dinner may be held to welcome new arrivals or to say farewell to departing personnel; to recognize the achievements of an officer, a dignitary, or a unit; to build and maintain esprit de corps among the members of the command; or to take advantage of the availability of a distinguished guest to speak.

(1) Attendance. The motivation for attending the Dining-In should be a sincere desire on the part of assigned personnel for camaraderie and perpetuation of a tradition; not the coercion of a command performance. The real benefit of the dinner comes from wanting to attend, not having to attend.

(2) Dining-Out. When spouses and "dates" are included, the dinner is referred to as a Dining-Out. This is an excellent opportunity to introduce these people to the Army's history, customs, and traditions, and their attendance often stimulates greater interest and participation in the event.

Chapter 2

POLICIES

The credit belongs to those who are actually in the arena, who strive valiantly, who know the great enthusiasms, the great devotions, and spend themselves in a worthy cause; who, at the best, know the triumph of high achievement and who, at the worst, if they fail, fail while daring greatly so that their place shall never be with those cold and timid souls who know neither victory nor defeat.

-Theodore Roosevelt

2-1. **General.** The policies established at OCS provide uniformity and information for evaluating the candidate's ability to follow instructions, pay attention to detail and demonstrate leadership. The policies prescribed require strict compliance. Failure to comply may result in disciplinary action, recycle or relief.

2-2. **Fraternization.**

- a. Relationships between candidates and cadre which cause the actual or perceived appearance of preferential treatment or partiality are prejudicial to good order, discipline and unit morale. Candidates and cadre are not authorized to form such relationships.
- b. Fraternization includes, but is not limited to sexual relationship with candidates and cadre, public display of affection, to include close dancing, handholding, touching, kissing or other similar contact.
- c. Fraternization between candidates is unacceptable; it has the potential to undermine unit esprit and cause unnecessary tension within the class. Candidates will refrain from all actions that are, or could be perceived as, fraternization.

2-3. **Appearance.**

- a. As a candidate, you are required to maintain the highest standards of appearance and always set a positive example. Wear and appearance of Army uniforms will be in strict accordance with AR 670-1, except where specific changes are outlined in this candidate guide. Candidates will not place their hands in their pockets, lean against walls or buildings or sit on steps.
- b. Uniforms. Keep all uniforms clean and neat in appearance. Keep boots and shoes highly shined at all times. Wear headgear at all times when outdoors, except with the physical training uniform. Wear identification tags at all times. Carry your military identification card with all uniforms except the physical training uniform.
- c. Hair.
 - (1) Male Candidates. The hair cut is a tapered cut with the top length not exceeding ½ inch and the side length not exceeding ¼ inch. Haircuts that are blocked or faddish are prohibited. Additionally, sideburns and mustaches are unauthorized.
 - (2) Female Candidates. The hair will be above the eyebrows and above the top edge of the collar when in uniform. It will be neatly groomed and its style may not interfere with the proper wear of military headgear. Wear of barrettes, pins, or clips is authorized. They must be transparent or of similar color to your hair and placed inconspicuously. Beads or ornamentation of any type are not authorized.
- d. Cosmetics. Candidates are not authorized to wear cosmetics until approved (for female candidates only) by the Company Commander, typically in senior status. They must be conservative and must compliment the uniform (exaggerated or faddish cosmetic styles are prohibited). Extreme shades of lipstick or fingernail polish are not allowed, such as gold, purple, blue, black, or white.

2-4. Leaves and Passes. Typically, leaves and passes in the Reserve Component OCS Program are only granted by exception. The Company Commander must approve emergency leaves; Emergencies must be verified through the Red Cross. Company Commanders will inform the Battalion Commander of all absences.

a. If a candidate misses training due to a leave or pass, it may be cause for recycle.

(1) Students missing training must make up that training with a certified instructor. The instructor will provide the OCS Company Commander a written record of the training.

(2) If a candidate can not attend a Phase II IDT period, an option is a SUTA with another state. This must be coordinated, in advance, through the home-state OCS Company, and is in no way a guaranteed option.

b. Normally, no passes are authorized during the Basic Phase.

c. Uniform while on pass is at the discretion of the Company Commander.

d. Leaves and passes are a privilege, not a right. Your conduct while on pass reflects on the Officer Candidate School, the Army and the Officer Corps. Discretion is advised.

e. Candidates sign in and out IAW local SOP.

2-5. Authority for Recycle or Relief.

a. Recommending Authority. The Company Commander is the recommending authority; he or she submits written recommendation to the approving authority.

b. Removal from Training. The first lieutenant colonel in the OCS chain of command has the authority to involuntarily remove candidates from training for conduct, medical, physical, leadership or training deficiencies at any time during the course (i.e. during consolidated Phase I). This prevents the candidate from progressing in the program, giving the approving authority the option of relief or recycle. The first lieutenant colonel, by phase is generally:

(1) Phase I. OCS Battalion Commander.

(2) Phase II. Local Battalion Commander (OCS/GS), or RTI Commander in lieu of a battalion commander.

(3) Phase III. Regimental / Local Battalion Commander.

c. Approving Authority. Has the authority to involuntarily recycle or relieve candidates for bad conduct or medical, physical, leadership, or training deficiencies at any time during the course. The authority to relieve or recycle officer candidates resides with the soldier's home state OCS Battalion Commander or GS Battalion Commander. If the approving authority decides to relieve a candidate, s/he must determine if the soldier is to be relieved with prejudice or without prejudice.

d. Appellate Authority. There is no appeal of the approving authority's decision to recycle. Candidates who are relieved may appeal to their State Adjutant General (USAR soldiers appeal to the first general officer in their chain of command).

2-6. Recommendation for Recycle or Relief.

a. Responsibilities.

(1) Cadre. The candidate must first be counseled in writing that s/he is in jeopardy of being recycled or relieved. The counseling should cover the areas the candidate needs to improve, or actions they must not continue, in order to remain enrolled in his/her current class. If the candidate does not improve, or continues actions prohibited, then the TAC must counsel the candidate in writing when recommending him for recycle or relief. The TAC will present the Company Commander with complete documentation and evidence concerning all efforts made on the candidate's behalf.

(2) Company Commander. The Company Commander will review the training packet, interview the candidate, concur or non-concur, and forward the packet to the approving authority.

(3) Approving Authority. The approving authority will review the training packet, receive input from the candidate's chain of command and interview the candidate. He or she may concur or non-concur with the recommendation or take other action.

b. Resignations. Every effort is made to counsel and advise an individual toward successful completion of OCS.

(1) Cadre. The TACs will submit written comments on the candidate's potential to the Company Commander, along with the candidate's written resignation and training packet.

(2) Company Commander. The Company Commander will interview the candidate. S/he may add her/his own comments to the TAC's before forwarding the recommendation to the approving authority.

(3) Approving Authority. Reviews the training packet and the written request from the candidate and concurs or non-concurs.

(4) If the candidate elects to withdraw the resignation before it is forwarded to the approval authority, the documents are retained in the student-training packet along with a memorandum for record (MFR) explaining the candidate's decision.

(5) A resignation in lieu of relief is processed as an relief.

2-7. Candidate Disposition - Resignation.

a. A candidate may request voluntary relief by submitting a written resignation after enrolling in the class. Resignations are forwarded in writing through the Company Commander to the approving authority. Suspension from training is effective on the date the resignation is accepted by the approving authority. Resignations are generally treated as relief, although there is no appeal.

b. Process. Candidates who request voluntary relief from the course must submit a written request through the chain of command to the approving authority. The candidate will indicate specific reasons for requesting such action.

(1) The faculty advisor will counsel the candidate about the possible long-term effects of such an action. Unless unusual circumstances exist, relief under this provision is based on lack of motivation.

(2) If the candidate's decision remains firm, a record of this counseling will be forwarded through the chain of command, along with recommendations from the chain of command, to the approving authority for disposition.

(3) The approving authority will direct the relief. Candidates who are granted voluntary relief may be allowed to reenroll in the course at a later date.

2-8. Candidate Disposition- Recycle.

a. Candidates are recycled to a follow-on class for disciplinary, physical fitness/medical, when they have not met academic standards for graduation, or other administrative reasons but where their continuation is justified under the "whole person" concept. Coordination is made with the Army Reserve Center/National Guard Bureau and/or the individual's state/unit as required. Examples include, but are not limited to: outstanding potential or unforeseen circumstances, such as medical, administrative, emergency leave, illness or compassionate/hardship situations that affect the student's ability to meet the course academic standards. Candidates recommended for recycle are allowed personal rights under due process.

b. Process. Before a recommendation for a recycle action is forwarded to the approving authority, the candidate will be notified in writing of the contemplated action and reason(s) for referral. The notification will advise the candidate that s/he may submit rebuttal or other matters for consideration

within three duty days after receipt of notification. The candidate will immediately reply by endorsement or return comment, acknowledging receipt, and will indicate his/her intentions concerning a rebuttal.

(1) The chain of command will submit recommendations, with the candidate's notification and response, and any other relevant evidence to the CCA for disposition.

(2) The candidate will be informed of the approving authority's decision to recycle. The recycle memorandum will detail all passing scores that will be transferred to the subsequent class. Only those scores approved for transfer in the recycle memorandum will be effective.

(3) Recycled candidates will be withdrawn from class attendance and placed in a subsequent class on the effective date of the recycle action as indicated in the recycle memorandum.

(4) In some cases, students who require additional instruction to raise their level of proficiency may remain attached to the RTI until the next class convenes in order to take advantage of extra training opportunities.

c. Grounds for recycle include, but are not limited to:

(1) Compassionate or hardship reasons. Health, welfare or financial problems of immediate family members that substantially interfere with continuation in the course or cause candidates to miss an excessive or critical amount of training while on emergency leave.

(2) Disqualifying physical defects (medical). Inability to complete the course because of poor health or missing an excessive or critical amount of training through hospitalization, appointments, or duty limitations directed by a medical officer, as per AR 350-51.

(3) Failure to progress. Defines a candidate who shows marginal progress in performance, physical fitness, subjective evaluations, demonstrated motivation, attitude, aptitude, and conduct when compared to candidate's peers.

2-9. Candidate Disposition- Relief.

a. Relief is the involuntary dismissal of a student from a course. The Company Commander is responsible for initiating the request for disposition (consideration for relief), upon recommendation from the TACs. Suspension from training will not take effect while the relief is being considered except when approved by the approving authority. Candidates recommended for relief are allowed personal rights under due process.

b. Relief With Prejudice. Candidates may be relieved with prejudice when they are disenrolled from a course of instruction due to adverse reasons, such as: misconduct, honor code violations, lack of motivation, lack of adaptability, or otherwise failing to satisfy standards for graduation.

(1) Procedures. When students are relieved with prejudice they will be declared non-graduates and will not be eligible for re-enrollment. Candidates must be afforded minimum procedural due process protections prior to disposition by the CCA. These protections include:

(a) The right to receive formal notification that the approving authority intends to relieve the candidate from the course and the specific basis for such relief. Details about the faculty board should be included in this notification.

(b) The right to receive notice of all approving authority decisions (and board findings and recommendations) in writing.

(c) The right to appeal the decision to appropriate appellate authority.

(2) Ground for relief with prejudice include, but are not limited to:

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(a) Honor Code violations. A candidate will not lie, cheat, steal, nor tolerate those who do. A violation of this code may result in a recommendation for relief. See Chapter 4 for detailed information on the Honor System.

(b) Failure to progress. A candidate who fails to show progress in performance, physical fitness, subjective evaluations, motivation, attitude, aptitude, or conduct. Although not cause for formal disciplinary action, this lack of progress is less than acceptable and/or detrimental to the interest of the other students in the class.

(c) Disciplinary reasons or misconduct. Failure to cooperate in routine requirements or adhere to course standards of obedience. Candidates committing Class I delinquencies may be considered for relief (see *Delinquencies*, Paragraph 5-3).

(d) Leadership development deficiencies. Failures to display leadership qualities appropriate to one's grade, experience, and degree of training.

(e) Lack of adaptability. A candidate fails to adapt to the stringent environmental conditions of discipline, soldierly habits, teamwork, mental, and physical stress. A candidate who exhibits behavior contradictory to normally expected behavior may be referred to the Company Commander for further evaluation prior to an relief recommendation.

(f) Lack of motivation. A candidate's performance is characterized by failure to exert reasonable effort to succeed, constant malingering, or a personal attitude that demonstrates little or no desire to complete the course.

(g) Falsifying or omitting facts or information on application. Knowingly falsifying or omitting facts on personal application.

c. Relief Without Prejudice. Candidates are administratively relieved when necessitated by student illness, injury, compassionate grounds, or other reasons beyond the student's control.

(1) Procedures. When students are administratively relieved, they will be declared non-graduates and are eligible for re-enrollment in the future, provided all other course prerequisites are met. When the approving authority decides that a reserve component or ARNG student should be administratively relieved from a course for medical reasons, the approving authority will take appropriate actions IAW AR 135-200, Active Duty for Training and Annual Training of Individual Members. Prior to release of Reserve Component ARNG students from active duty, approving authorities or their designated representatives will ensure the following:

(a) The approving authority will provide formal notification of administrative relief to the student and the student's unit, through the student's Adjutant General.

(b) The student must have a completed line of duty investigation, IAW AR 600-8-1, if relief was due to injury sustained during the conduct of OCS training.

(c) Commanders must complete the appropriate affidavits listed in para 7-1, 7-2, and 7-3 of AR 135-381, Incapacitation of Reserve Component Soldiers, depending on the line of duty determination made by the Special or General Court Martial Convening Authority.

(d) The soldier must receive a Letter of Instruction issued by a local military medical facility.

(e) The soldier must receive a record of counseling by the local commander explaining rights, benefits, and privileges authorized both on and off active duty for Reserve Component personnel (See AR 135- figure 7-3 and paragraph 7-5.)

(2) Grounds for relief without prejudice include, but are not limited to:

(a) Security reasons. Failure to meet the necessary security clearance requirements for the course.

(b) Disqualifying physical defects (medical). Inability to complete the course because of poor health, inability to pass a standard, three event APFT, or failing to meet height and weight requirements prior to graduation. Candidates who receive temporary profiles for more than 30 days or concurrent temporary profiles for more than 30 days (to include recovery time of twice the length of the profile) will be

relieved. Mental health difficulties other than situational maladjustment will be considered under this category. Requests for medical relief will include a statement by the candidate that s/he is aware of the pending relief and the available options.

(c) All soldiers (other than college option) may return to OCS if their injury or condition is rehabilitated within the one-year time limit of their DA Form 785. Soldiers must receive a memorandum for record from their local medical authority stating that the injury or condition has been rehabilitated and that the soldier is able to successfully complete OCS.

(d) If the injury is not rehabilitated within the one-year time limit, the soldier can reapply for OCS when they can meet the Procurement Medical Fitness Standards prescribed in AR 40-501 and possess a physical profile serial of at least 222221.

2-10. Protection of Candidate Rights. The initiating authority advises the student in writing of the reason(s) they have been recommended for relief/recycle. At this point the student will be advised of the right to:

- a. Present oral or written evidence on their behalf to the initiating authority, chain of command and/or the approving authority. Such information is to be provided within 3 days after initial notification.
- b. Use a military or civilian spokesperson of their choice, provided the person is available and willing.
- c. Consult with military defense counsel if reasonably available or a civilian attorney at their own expense (the government assumes no responsibility in the latter case).
- d. Appeal to the appellate authority in writing and present oral and written information if the relief/recycle is approved. See para 2-6 for guidance on appellate authorities.
- e. Resign in lieu of relief. Candidates will be further counseled that resignation must be their option, that it voids any appellate rights, and that it may not necessarily better their chances of returning to OCS.

2-11. Procedures for Handling Relief.

- a. If the relief is for medical reasons and there is reason to believe acceptable standards of medical fitness can be met in the future, seek medical reevaluation for reentry to the program prior to relief proceedings.
- b. Candidates whose continued presence in the class would be disruptive or become a moral factor for other candidates are suspended from training pending appeal of relief action.
- c. The initiating authority will forward relief documentation to the approving authority as soon as possible, but in no case later than 3 working days.
- d. The approving authority will review the documentation, including any oral or written evidence submitted by the student, and render a decision within two working days. The approving authority may approve the relief, disapprove the relief, or render a lesser action, such as recycle.
- e. If the relief is approved, the candidate is advised of his/her right to appeal to the Adjutant General. See para 2-13.
- f. Candidates relieved will be released immediately to their parent organization.

2-12. Reinstatement.

- a. A candidate relieved without prejudice may reapply for a future training cycle. These cases require submission of a new Officer Candidate School application packet.
- b. A candidate relieved for medical reasons, security clearance, a compassionate situation, etc., may reapply when the disqualifying factor is rectified. The appropriate career management authority (PERSCOM, ARPERCEN, NGB) considers these cases on a case-by-case basis.

2-13. Appeals.

a. There is no appeal of the Battalion Commander's decision to recycle. The Appellate Authority for all other forms of relief is the State Adjutant General.

b. All appeals must clearly provide new evidence not previously considered by the Approving Authority. As a rule, the Appellate Authority will not grant appeals unless evidence indicated above is presented.

c. Commanders will fully inform a candidate, in writing, about an intent and/or decision regarding recycle or relief from the course. Candidates must be fully aware of their current formal status, rights, and implications or applicable actions and proceedings.

d. Any candidate placed in a casual status will come under the control of the RTI and will work in the company, battalion, or regimental headquarters. Candidates in casual status wear no insignia of rank. Candidates relieved from OCS revert to their previous rank.

e. Procedure. Candidates must acknowledge receipt of the Approving Authority's notification memorandum and indicate her/his intent to appeal. Candidate must submit any evidence to substantiate the appeal to the Appellate Authority, through the Approving Authority.

(1) Deadline for Appeals. Candidates will be given three duty days from the day they receive formal notice of the Approving Authority's action to submit matters for appeal. During this three-day period, candidates should be given every reasonable opportunity to prepare or collect evidence they intend to use on their behalf. The respective Approving Authority or Appellate Authority may, under unusual circumstances, extend the deadline for a candidate's response or appeal to afford the candidate an adequate amount of time to prepare the appeal.

(2) Approving Authority Review. Candidates will submit their appeals to the Approving Authority. The Approving Authority must review the appeal and may respond to any issues raised by the candidate. If the Approving Authority chooses to respond, s/he will provide the response to the candidate in writing. The appeal, and any response the Approving Authority chooses to give, will then be forwarded to the Appellate Authority for final action.

2-14. Contraband. Contraband is defined as any item that is destructive to the good order and discipline, health, welfare, or safety of the soldier or unit. The Company Commander must approve all over-the-counter medicine. See Appendix L for contraband list.

2-15. Religious Practices.

a. Candidates will have an opportunity to participate in religious activities when possible. Religious activities will be IAW local SOP.

b. Accommodating religious practices. A candidate may submit a written request for accommodation of a religious practice(s) to the Company Commander for consideration.

2-16. Leaving the Company Area.

a. When leaving the company area (i.e. sick call, pass, etc.), candidates sign out IAW local SOP.

b. The Company or Battalion Commander are the only ones who may excuse a candidate from a scheduled class.

c. The Company Commander, First Sergeant, or Senior TAC are the only ones who can grant permission for a candidate to leave the company area.

2-17. Privately Owned Vehicles. Refer to local SOP.

2-18. Privately Owned Weapons (POWs).

a. There is no place for POWs or Law Enforcement weapons in OCS training. Address regulatory concerns IAW unit SOP through the chain of command.

b. The carrying or possession of the following weapons is prohibited: unregistered firearms or pellet guns, switchblade knives, knives with fixed blades, knives with blades in excess of three inches in length, brass knuckles, leaded canes, gas dispensers, starter pistols, explosive devices (to include ammunition), projectiles, num-chucks, devices designed or altered to permit its use as an unregistered weapon, blackjacks, rappers, raps, or other related devices, and pyrotechnics of any type for other than authorized use.

c. Candidates will turn in any unauthorized weapon IAW local SOP.

2-19. Telephones.

a. Candidates will not make personal calls except in an emergency as authorized by the platoon TAC. Candidates may not receive non-emergency incoming calls on telephones in the company area. See local SOP for emergency contact numbers.

b. In the event of an emergency, inform the caller to notify the Red Cross. If you answer an emergency call, notify a cadre member.

c. Requests for phone use are forwarded through the student chain of command to the platoon TAC.

d. Cellular phones are forbidden.

e. Candidates are authorized one brief phone call on arrival at Phase I to notify family of safe arrival.

2-20. Restricted Areas. See local SOP.

Chapter 3

PROCEDURES

They taught me that no man could be their leader except he ate the ranks' food, wore their clothes, lived level with them, and yet appeared better in himself.

-T.E. Lawrence, "The Seven Pillars of Wisdom"

3-1. Titles.

Candidates will be identified by the title of "Officer Candidate [Last Name]." Senior Officer Candidates (SOCs) will be addressed by the title of "Sir/ Ma'am" by Basic Officer Candidates.

3-2. Saluting, Addressing and Courtesies.

a. Candidates salute and render officers the battalion/company motto when outdoors. Senior Officer Candidates receive the same courtesies as an officer from all Basic and Intermediate Status Officer Candidates.

b. When addressed by an officer, a candidate stands at the position of attention. Candidates reply, "Sir, Officer Candidate [Last Name]." After this initial reply, candidates will answer in a normal military manner, such as, "Yes, Sir," or "No, Sir." When addressed by a NCO, candidates will stand at parade rest and respond, "Sergeant, Officer Candidate [Last Name]." After this initial reply, candidates will answer in a normal military manner, such as, "Yes/No Sergeant". When addressing either an officer or NCO, the candidate will look directly into the eyes of the officer or NCO he is addressing.

c. All officers are given the same courtesies as the Company Commander unless someone more senior is present.

d. When initiating conversation with cadre, candidates must "Request permission to speak." This is not required when saluting or rendering military courtesies.

e. During duty hours, when an officer senior in rank to the Company Commander enters the company area/barracks, the first candidate to see the officer will command, "Company, Attention." Conversely, if any NCO outranking the First Sergeant enters the area, the area will be called "At ease." All candidates who hear the command will respond appropriately. When the officer/NCO replies "Carry on" candidates will continue their activities. Any officer/NCO entering the area/barracks once the cadre officers have left for the day is senior in rank to all candidates and candidates will render the same courtesies as already stated above.

f. When an officer or NCO enters the platoon area the first candidate to see him will call "Attention" for an officer and "At ease" for a NCO. The nearest platoon leader or platoon sergeant will report to the officer/NCO with the platoon status.

3-3. Reporting.

a. Reporting to an office. Candidates will assume the position of attention, center themselves in the doorway and toe the line (the line is the imaginary line between the center of the doorframe, parallel to the doorway), knock three times with the palm of the right hand on the right door frame and announce "Sir/Ma'am [as appropriate], Officer Candidate [Last Name] requests permission to enter."

(1) The candidate will wait at the position of attention until told to enter. Once told to enter, the candidate will enter and walk directly to a position of two steps and centered in front of the desk (or officer's location), assume the position of attention, and simultaneously render the hand salute while saying, "Sir/Ma'am, Officer Candidate [Last Name] reports." The candidate will execute order arms when the officer returns the salute.

(2) At the conclusion of any discussion with cadre, the candidate will come to the position of attention, state, "Sir/Ma'am, Officer Candidate requests permission to carry on." After the cadre gives

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permission to carry on, salute, render the Battalion/Company motto, conduct the appropriate facing movement and depart.

b. Reporting outdoors. When reporting to cadre outdoors, the candidate assumes the position of attention, salutes and states, "*Sir/Ma'am, Officer Candidate [Last Name] reports.*"

c. Requesting permission to speak. Candidates who need to speak to cadre will knock three times (if the cadre member is in his/her office) and request permission to speak, "*Sir/Ma'am, Officer Candidate [last name] requests permission to speak.*" When outside, or if the cadre member is not in the office, the candidate positions him/herself in front of the cadre member, salute (if appropriate) and says, "*Sir/Ma'am, Officer Candidate [last name] requests permission to speak.*" After the cadre gives permission to speak the candidate will state his/her business.

d. Candidates use the term, "Sir/Ma'am or Sergeant" only one time per sentence when addressing cadre (i.e. candidates will not state "Sir, Officer Candidate Smith requests permission to speak, Sir.")

e. Reporting to a NCO. The candidate executes the same procedures described above, except the candidate assumes the position of parade rest after attention. The title Sergeant, First Sergeant or Sergeant Major is substituted for Sir.

3-4. Making Way and Passing.

a. Making Way. When cadre enter a hallway or stairwell and are six steps away, candidates will assume the position of attention, with the shoulders, buttocks and heels touching the wall and command, "Make way." (All candidates will echo this command).

(1) Candidates will resume their activities on the command of "Carry on." (All Candidates will echo this command). If the cadre does not command "Carry on," one of the candidates will give the command after the cadre has passed beyond six steps.

(2) During Study Barracks, candidates will assume the same position but will not sound off.

b. Requesting Permission to Pass. Whenever an officer's or NCO's presence impedes normal traffic and a candidate desires to pass, the candidate comes to the position of attention facing the officer or NCO and says, "*[Title], Officer Candidate [Last Name] requests permission to pass.*" When permission is granted, the candidate will pass. If a group of officers or NCOs are present the candidate requests permission to pass from the ranking individual.

3-5. Movement.

a. Marching in formation.

(1) Three or more candidates constitute a formation. Formations will march in columns when six (6) or fewer candidates are present; will march two (2) abreast when the formation contains between seven (7) and eleven (11) candidates; will march three abreast when the formation contains 12 or more candidates. Candidates march no more than two abreast on footpaths or sidewalks.

(2) Formations will not depart a training location without ensuring proper accountability. The class will carry the class guidon whenever they march. Display the guidon, when not in use, in the unit area.

(3) Candidates in groups of three or more will move in formation with a member in charge.

(4) Candidates will return from the dining facility in groups of four or more unless otherwise specified by the Company Commander.

b. Road Guards. Road guards are required for all company formation movements. Road guards wear the road guard vest during all formation movements. During hours of twilight or darkness, road guards carry an operational flashlight in the hand closest to the outside of the formation. Road guard responsibilities are:

(1) Front road guards will lead the element by 30 feet and rear road guards will trail the element by 30 feet. During periods of limited visibility road guards increase the distance to 50 feet.

(2) Front and rear road guards warn traffic of the formation. They do not post themselves at intersections, that is the responsibility of the formation internal road guards.

(3) Formation internal road guards will post at each intersection and maintain that position until relieved or the element has passed.

(4) Road guards that are posting at intersections will stand at a modified position of parade rest. Their right arm will be extended in front of their body warning the oncoming traffic to stop. Once relieved or the formation has passed, the road guard will come to the position of attention and move back to the formation.

(5) Road guards will come to the position of attention and salute any vehicle displaying a blue Department of Defense vehicle registration sticker, as well as any vehicle displaying General Officer or VIP plates.

3-6. “TAC Shack” Procedures. The “TAC Shack” is the designated location at your OCS training site where the TAC staff maintains their records, have their offices, and/or store their equipment. The “TAC Shack” may be a separate building, a hallway, or a room or set of rooms within the OCS company area. The “TAC Shack” is off limits unless you are ordered to report to a TAC, if you are a member of an assigned detail, or as per the specific instructions given by your TAC.

a. Entering the TAC Shack.

(1) Position yourself outside the door (toeing the line) or hallway. Place your hand on the door/wall, knock three times with your palm flat and fingers extended. Announce your intent by stating “*Officer Candidate [last name] now entering TAC Shack.*”

(2) Walk through the entrance of the TAC Shack, remaining close to the right hand wall (within the 2 rows of tile closest to the wall) and conduct your business.

b. Waiting in the TAC Shack. When required to wait in the TAC Shack to see a TAC, stand at the position of parade rest. (Ensure the TAC knows you are waiting by first peering around the corner or centering yourself in the doorframe.) If more than one candidate is waiting, the first candidate will face forward, the last candidate will face rearward. This is to observe oncoming traffic.

3-7. Procedures for Movement to Dining Facility.

a. All candidates move to the dining facility together.

b. Your specific OCS Company has guidelines and procedures governing how candidates enter the dining facility. Some possible procedures you may have to follow include negotiating the Line of Knowledge, participating in the exercise of the day, or singing the OCS alma mater (Federal or state-specific songs).

c. See your OCS Company’s SOP or addendum to this chapter for specific guidance based on your training site.

d. Movement into the Dining Facility. While waiting to enter the dining facility or while waiting in line in the dining facility, candidates stand at parade rest. As a vacancy occurs, the first candidate in line will come to the position of attention, then step off to fill the vacancy. The remaining candidates fill the vacant spots ahead of them in a similar manner. While waiting, candidates may not speak, but will study their required knowledge.

3-8. Dining Facility Procedures.

a. Candidates will stand at the position of attention with their silverware in their right hand and trays held vertically while waiting to be served. At no time will the tray be set down until the candidate reaches the dining room tables (except in the hot soup service area, where present).

b. Officer candidates place their food tray against their chest while being served. Candidates must take three (3) glasses of fluid, two of which must be water. Candidates are not authorized to drink soda, coffee, tea, chocolate milk, or cocoa unless granted as a phase privilege.

c. Candidates place their tray on the table and assume the position of Attention until all chairs at the table are filled. The last officer candidate becomes the table Candidate-In-Charge. After placing his / her tray on the table, the Candidate-In-Charge commands "Ready, Seats." Candidates take their seats and consume their meal as quickly as possible while maintaining their vision to the boundaries of their tray. No talking is allowed except to be excused from the table.

d. Candidates do not talk during the meal. The only exception to this is the candidate company chain of command (CO, XO, 1SG). The OCS company commander may relax this restriction in Intermediate or Senior Phase.

e. The officer candidate company chain of command eats last. They sit together and are allowed to talk. Conversations are restricted to matters concerning coordination of activities within the officer candidate company.

f. The first time an officer enters the DFAC, the first officer candidate who observes him/her commands "At Ease." If subsequent officers enter the DFAC, only call "At Ease" if a newly arrived officer outranks those already in the DFAC. When the dining facility is called to "At ease", candidates will stop eating and put their silverware down, sit or stand at the position of attention and wait until the command of "Carry on" is given.

g. When a cadre member calls for a candidate, candidates will stop eating and put their silverware down, sit or stand at the position of attention, and echo the title of the candidates called for.

h. In keeping with their status as future officers, candidates will observe proper etiquette while dining. Candidates will place napkins on their laps while dining and will employ utensils during meals.

i. Candidates will drink all of their fluids and eat as much of their meal as possible. When finished, the candidate will prepare his/her tray for the tray return. Empty glasses will be to the left side, flush forward. Dishes and bowls stacked to in the center with any trash in the bowl. Silverware will be on the right hand side.

j. Procedures Used When Leaving the Dining Facility.

(1) Officer candidates are responsible for placing silverware, cups, trays, and paper in their proper places.

(2) Officer candidates departing the dining facility form up at the designated location. Once four or more candidates have left the dining facility, they move back to the company area or other designated location in formation under the control of one of the candidates. Candidates are not required to double-time within a half hour of a meal.

(3) Once candidates arrive back at the company area or other designated location, they use the time remaining until the next training event/hard time to accomplish any or all of the following items: wipe/shine brass, wipe boots/shoes, straighten uniforms, or study required knowledge or field manuals applicable to the day's training.

k. See your OCS Company's SOP or addendum to this chapter for additional specific guidance based on your training site.

3-9. Daily Operation Order Retrieval Procedures. See your OCS Company's SOP or addendum to this chapter for specific guidance based on your training site.

3-10. Sick Call.

a. Sick call hours are determined by each training site's medical detachment/support staff. See your training site's information board for details as to sick call hours.

b. Candidates that need to go on sick call inform the Candidate Platoon Sergeant. The OC Platoon Sergeant is responsible for the sick candidate's accountability until he/she returns from sick call, and keeps the OC chain of command informed as to the sick candidate's status.

c. The sick candidate reports to his/her TAC officer and requests and completes a DD Form 689, Individual Sick Slip. No candidate may request a sick call slip without having informed his/her OC chain of command of his/her illness/injury.

d. Follow your training site's local SOP/addendum to this chapter for specific sick call procedures (i.e. where to report, where to obtain medical records, etc.).

e. Candidates desiring to go on sick call must inform their OC chain of command NLT 1900 hrs the night prior to going on sick call, or the beginning of the next day if the candidate wakes up needing medical attention.

f. Upon returning from sick call, candidates will sign in, turn in a copy of the DD Form 689 to his/her TAC, report to training, and inform the OC Platoon Sergeant of his/her status.

3-11. Sign Out Procedures.

a. Candidates must sign-out when leaving the company area not as a part of the company, platoon, or squad level training.

b. A company sign out roster is maintained in the company area. The student first sergeant/platoon sergeant, or designated representative, opens the roster each morning before the PT formation and closes it each night before lights out. Opening and closing entries are made as follows:

Book opened 09 Feb 0445 hours. Signature.

Book closed 09 Feb 2155 hours. Signature.

c. Sign-out entries will look as follows:

NAME	DESTINATION	TIME OUT/IN	SIGNATURE
Smith, John	PX	1045/1130	

d. Candidates will go directly to their destinations, conduct the appropriate business and return to the company. No stops other than those authorized by the TAC and logged in the destination column of the sign out book/roster are allowed. Destinations must be as specific as possible to include telephone numbers. Generic destinations such as "on post," are not acceptable.

e. If a candidate on sick call is referred to a clinic or hospital they must contact the company and inform the TAC staff of their new destination. OCs must note the name of the Cadre they spoke to and the date/time group of the call.

3-12. Classroom Procedures.

a. Classroom procedures are as follows:

(1) Candidates remove headgear as they enter the classroom, cradle it in their left hand and proceed single file into the classroom, filling seats from front to rear.

(2) Once you are standing behind (or beside if there is insufficient room behind) your chair you will remove your LBE and hang it on the chair. Place headgear on the left front corner of the desk or table and place the map case (if issued) on the right front corner of the desk or table with the flap towards you. Place the shoulder strap under the map case. Pull out the chair and assume the position of attention until directed to take seats.

(3) Once all the candidates are in position the class leader will direct the class to take their seats. S/he will position him/herself centered on the class and sound off with "Take, seats", "Adjust, seats". On the command of "Take, Seats", candidates will sit down. On the command of "Adjust" candidates will slap their hands on the chair legs. On the command of execution "Seats", the candidates will move their

chairs forward, in one motion, underneath the desk. The class leader will return to his/her seat and sit down. When s/he is doing that all other candidates will take out the materials needed for instruction.

(4) The student leader will sit closest to the center aisle/instructor's podium.

b. Asking questions. Should a candidate desire to ask a question s/he will raise his hand. When recognized by the instructor the candidate rises, stands at attention and states "*Sir/Ma'am, Officer Candidate [last name]*" and then asks his/her question. Candidates will speak loudly enough for all to hear the question or comment. Candidates will respond in the same manner when called upon by an instructor to answer a question.

c. If a candidate is falling asleep, s/he will stand up, take his/her writing material with him/her and move to the nearest side of the room, where s/he assumes a modified position of parade rest. When recovered s/he will return to his/her seat.

d. Break procedures. Break procedures are as follows:

(1) The student leader moves to the front center of the classroom and commands, "*On your feet.*" Candidates rise and assume the position of attention.

(2) The student leader controls movement out of the classroom through the use of facing and movement commands (i.e. OCs do not "gaggle" out of class).

(3) Once outside the classroom candidates will assemble in a formation in a designated area.

(4) The student first sergeant (where applicable) turns the formation over to the platoon sergeants. Platoon sergeants will release squads to use the latrine facilities. Personnel not using the latrines will devote the break time to studying required knowledge or academic topics.

(5) Personnel studying during break will hold an index card or their Student Guides with the information on it at waist level. Platoon sergeants will not study in formation. They will monitor their respective platoons.

(6) The cafeteria, snack bar, soda/candy machines, etc. (where applicable) are off limits to candidates unless the Company Commander gives specific permission.

(7) Classroom and break procedures will be followed regardless of what the instructor allows candidates to do on break.

3-13. VIP Guards (Where Applicable).

a. VIP guards recognize the senior person entering the company area. For example: if a TAC officer is on the ground and another TAC officer enters the company area, the guard would just recognize him with the battalion motto and salute. If the Company Commander or a more senior TAC officer enters the company area, the guard calls the company to attention, gives the motto, and salutes. The same applies for NCOs. Candidates are required to call the battalion to attention when the Battalion/RTI Commander or above enters anywhere within the company area.

b. See your training site's local SOP or addendum to this chapter for specific information on VIP Guards.

3-14. Formations.

a. Scheduled formations are listed on the training schedule and/or drill period operations order. The cadre chain of command may call other formations. Candidates are considered late to formation if they are not standing in their platoon when the command "*Fall-in*" is given. Candidates will not miss formation unless excused by their TAC.

b. The student chain of command is responsible for accountability of the company.

c. Candidates are responsible for knowing the time of the next scheduled formation prior to departing the training site on an IDT weekend.

d. Candidates are to arrive at formation ready for inspection. Once in formation candidates will come to the position of attention and move to the modified position of parade rest. From the modified position of parade rest, students will study required knowledge with their index cards/Student Guides held in their right hand at waist level. Platoon sergeants do not study required knowledge while in formation. They are to remain at the position of parade rest monitoring their respective platoons. Student chain of command is permitted to correct their individual soldiers.

3-15. Accountability and Reporting.

a. The student chain of command is responsible for accounting for all students assigned to their company/platoon. Accountability and reporting procedures are as follows:

(1) Platoon leaders, platoon sergeants and squad leaders provide accountability in formation as specified in FM 22-5, with the following variations.

(2) Squad leaders report the location of soldiers, by name and number, as “(Assigned number) candidates assigned, (number present at formation) candidates present” and locations and names of candidates not at formation.

(3) Platoon sergeants receive this report from each squad leader, mentally sum totals and decide who is authorized to be out of ranks and report the platoon accountability as present, accounted for, or number out of ranks.

(4) Platoon leaders, if receiving the report in the absence of the platoon sergeant, will report the platoon’s accountability in the same manner as the platoon sergeant.

b. The student first sergeant receives accountability reports from the platoon sergeants, mentally double-checks/accounts for all candidates and reports the whereabouts of all missing candidates to account for the entire company’s assigned strength. Soldiers unaccounted for are reported as “out of ranks.”

c. The student company commander receives the report from the first sergeant, posts the platoon leaders, then faces about and reports accountability to the duty TAC. The first sergeant then provides an index card to the company commander listing company assigned strength, duty strength, and the names and locations of any missing soldiers. The student company commander updates the duty TAC’s accountability card whenever the company’s accountability changes.

d. Accountability of all soldiers is a constant process of updates provided whenever the report changes.

3-16. Lights Out Procedures.

a. Uniform for the lights out procedures is summer PT uniform, shower shoes on and one full canteen of water. The canteen is cupped in the left hand with the concave portion pressed against the left thigh.

b. The candidates will stand-by next to their door/bunk (or other assigned location) 5 minutes prior to lights out. The platoon leader of each platoon will post at the position of attention directly across from the entrance doors. They will call the platoon to attention when the TAC arrives. They will give a platoon status report to the TAC. The platoon leader will command the platoon to “Parade rest” and lead the TAC for an inspection of the hall/barracks/floor/etc..

c. Upon completion of the inspection the platoon leader will return to his/her assigned position and stand-by.

d. The TAC will give the command “STAND-BY”. All candidates will assume the position of attention and echo the command.

e. The TAC will give the command “[THE EXERCISE OF THE DAY]”. All candidates sound off with the name of the exercise and assume the start position. The TAC will lead the candidates through the exercise. After the exercise is complete the candidates will recover.

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f. The TAC will give the command “*PREPARE TO HYDRATE*” (echoed). All candidates will bring their canteens to waist level with the concave portion toward their bodies and remove the cap. They will keep the canteen cupped in their left hand the cap secured with the right hand.

g. The TAC will give the command “*HYDRATE*” (not echoed) and all candidates will raise their canteens to their mouths maintaining the proper grip while consuming one half (½) canteen of water. Upon completion of drinking each candidate will secure the canteen cap and return to the position of attention.

h. The TAC will give the command “*PREPARE TO SING*” (echoed).

i. The TAC will give the command “*SING*” (not echoed), at which time the candidates will sing the OCS Alma Mater (the local SOP will determine if the candidates sing the Federal OCS Alma Mater or a state OCS Alma Mater).

j. The TAC will give the command “*PREPARE TO SING*” (echoed).

k. The TAC will give the command “*SING*”, (not echoed) at which time the candidates will sing the Army Song.

l. The TAC will give the command “*PREPARE TO MOUNT*” (echoed). All candidates will complete the following in sequence:

(1) Turn off the lights.

(2) Place canteens in the proper positions.

(a) Bottom Bunk. Placed on the floor at the head of the bed with the concave portion against the leg.

(b) Top Bunk (where applicable). Placed to the left of the pillow, concave portion flat on the mattress.

(4) Break blankets and sheets down below the hospital corner.

(5) Remove shower shoes.

(6) Face their bunks at the position of attention with their feet toeing the line of the floor twelve inches from the bunk and the shoulder dressed on the bed post at the head of the bed.

m. The TAC will give the command of “*MOUNT*”, (echoed), all candidates will get in bed, lay flat on their backs and pull the covers to the mid-chest area with their arms outside the covers, as if in the position of attention.

n. The TAC will give the command of “*SLEEP*” (not echoed) all candidates will close their eyes and go to sleep.

o. Candidates will remain in their beds until first call. The only exception is to utilize the latrine or to pull duty. Violation of this procedure is a Class III delinquency (see Delinquencies, paragraph 5-3).

3-17. Lights Out Extension.

a. Use the following procedure for requesting an extension of lights out.

b. Platoon chain of command requesting an extension of lights out will submit the request card through the student company commander. The student company commander will take all requests to the duty TAC NLT 2100 hours.

c. The maximum extension to lights out is 1 hour.

d. The request card will include the name(s) of the individual(s) requesting the extension (study room, etc.) and what the extension is to be used for.

e. Extensions may be granted for the following reasons: company business, student council, extra study barracks time, etc.

f. Lights out extensions will not be used for personal time.

- g. Personal hygiene will end as scheduled, unless specifically authorized by the duty TAC.

3-18. Study Barracks Procedures.

- a. Uniform: From the beginning of study barracks until lights out, candidates will wear the study barracks uniform specified by the local OCS company SOP. Candidates must be prepared for study barracks at the start time.
- b. Candidates will remain in their rooms, the study hall, or other designated area during the entire study barracks period, with the following exceptions:
 - (1) To participate in-group study (with TAC approval only).
 - (2) To use the latrine.
- c. Candidates will not talk and will remain behind their desks/tables. Platoon and company details are not conducted during this time. TACs may call candidates for individual counseling during study barracks (except when there is a test the next day).
- d. If a TAC enters the room during study barracks you will continue to study unless addressed by the TAC. Once addressed, you will come to the proper position, answer and return to studying when told to do so or when the TAC leaves the room. At no time during study barracks will the command "Make way" or calling the floor to attention be given in the company area.
- e. Study Material. Any material necessary for completion of the daily assignment may be present on the desk. No outside reading material, other than that authorized by the platoon TAC, is allowed. No letter writing is allowed during study barracks.

3-19. Unoccupied Rooms.

- a. Organize unoccupied rooms exactly as occupied rooms as much as possible.
- b. Follow your OCS company's local SOP for room/barracks layout.

3-20. Mail.

- a. See your OCS company's local SOP or the addendum to this chapter for information on mail collection/mail call. Mail will never be withheld as a form of punishment.
- b. Packages. All candidates receiving packages will notify their TAC. Candidates cannot accept "care packages" containing contraband or perishable items until authorized by the Company Commander. All packages are subject to inspection upon receipt.

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Chapter 4

THE HONOR SYSTEM AND THE HONOR COUNCIL

If a man's private life is not above reproach, those he leads will cease to respect him, will withdraw their confidence so that his leadership loses its effectiveness.

-Field-Marshal the Viscount Montgomery of Alamein, K.G.

SECTION I THE HONOR SYSTEM

4-1. Origin of the Honor System

a. Professional Responsibility. A profession is an occupational field that, in general, requires specialized, continued training and a strong desire to serve. Its members accept responsibility for their own actions and realize that what they do affects the reputation of the group as a whole. All professions have established ethical codes that outline the standards of conduct accepted by the members of the profession and those they serve.

b. Military Code of Ethics

(1) The four elements of the military code of ethics are loyalty, duty, selfless service, and integrity. Integrity is the personal quality of being upright, honest, and sincere. The concept of honor encompasses the entire military code of ethics.

(2) An officer has the ethical responsibility to be a role model, develop others ethically, and avoid putting peers and subordinates into ethical dilemmas. As professionals, officers must have the moral courage to stand up for an unpopular course of action even when those opposed are their peers or their leaders. Officers must also have the moral courage to take unpopular action against subordinates when it is necessary. Professionalism requires officers to attempt to correct their leaders, peers, and subordinates when they veer from the military code of ethics. Those who refuse to change should be purged from the group lest they weaken the reputation of the whole military organization.

4-2. **Purpose of the Honor System.** The honor system helps to inculcate in future leaders the basic fundamentals of professionalism. The honor system is designed to develop in each candidate those personal and professional standards of integrity and moral character that are expected and required of all armed forces officers. The ethical education process is a continuous, lifelong program. It evolves from a basic understanding of the honor system to a greater awareness and appreciation of the continual personal development of the military code of ethics.

4-3. **Benefits of the Honor System.** By adhering to the honor system, candidates establish high standards and learn to choose the "hard right" over the "easier wrong." The goal is for honesty to become a way of life. Adhering to high standards of honesty builds confidence, trust, and mutual respect among leaders, subordinates and peers. Living and working in such an atmosphere can provide many advantages; a candidate's word is never questioned; a candidate's personal belongings are safe from theft or misuse with minimum safeguarding; and a candidate's signature is accepted testimony of truth. These advantages do not come easily. They are the product of the candidates, and cadre's allegiance and commitment to the military profession, the honor system, and to each other.

4-4. **Implementing the Honor System.** The Officer Candidate School uses the Honor Code to implement the honor system. The code becomes the foundation for each candidate's ethical development and behavior. The Honor Code is simple in nature. "An officer candidate will not lie, cheat, or steal, nor tolerate those who do."

a. Lying. The honor offense of lying is committed when a candidate makes a false statement with the intent to deceive.

(1) Oral statements—

(a) Candidates are expected to answer questions fully and truthfully even though the answer may concern their own involvement in an incident.

(b) A candidate suspected of a criminal offense must be advised of his/her right to remain silent and not answer any questions regarding the criminal offense of which s/he is accused or suspected. Additionally, a candidate suspected of a criminal offense will be referred to the proper authorities for disposition.

(c) Candidates should not be asked questions of a deeply personal nature when there is no official purpose or basis for the questions. In the event candidates are asked frivolous personal questions, the candidate has the right to respond, "Sir/Ma'am, that is a personal matter."

(d) If a candidate is asked to comment on an unpleasant situation, common decency and etiquette requires that a candidate's reply be inoffensive and tactful. Tact is allowed only to spare the feelings of others, it is never condoned as a means to suppress a truth that a candidate does not wish to disclose.

(2) Written Statements. A candidate's signature or initials affirm a written communication. All signed documents must be specific and exact in all aspects. Candidates are responsible for reading the documents and the regulations or orders with which the signature indicates compliance.

(3) Gestures. All gestures (such as nodding one's head or raising one's hand) that convey a message to someone else in lieu of oral or written statements must be truthful.

(4) Quibbling. Quibbling is the creating of a false impression through evasive wording, the omission of relevant facts or the telling of a partial truth.

b. Cheating. The honor offense of cheating is committed when a candidate fraudulently acts out of self-interest or assists another to do so with the intent to gain (or give) an unfair advantage or with the intent to deceive or mislead.

c. Stealing. The honor offense of stealing is committed when a candidate wrongfully takes, obtains or withholds property from the possession of the owner or another person with the intent to permanently deprive or defraud the owner or another person of the use and benefit of the property or to permanently appropriate it to either his own use or the use of any person other than the owner.

d. Tolerating. The honor offense of toleration is committed when a candidate fails to report an unresolved incident with honor implications to the proper authority within a reasonable period of time.

(1) Candidates violate the Honor Code by tolerating others who violate the Honor Code. This is perhaps the most difficult part of the Honor Code. The non-toleration clause serves as a daily reminder that each candidate is charged with an awesome duty far superior to personal feelings or friendships.

(2) If a candidate overlooks a violation of the Honor Code s/he is sending the message to the violator that the action is proper. This undermines the Honor Code, the honor system and the military code of ethics. Candidates must remember that when someone commits an honor violation it shows that S/he lacks integrity and has poor judgment. Neither of these character flaws will be corrected except through enforcement of the Code.

4-5. Enforcing the Honor System.

a. Identifying Policy Violations. The purpose of the honor system is to foster an attitude of integrity and honor. Intentional violations of policies and regulations can technically be considered dishonorable; however, the Honor Code should not be used to enforce them. Intentional violations of the OCS SOP, policy letters, or rules stated by TACs are handled as disciplinary matters. Policy violations could lead to misconduct elimination from OCS. The following items are examples of *policy* violations:

- (1) Fraternization
- (2) Violation of lights out
- (3) Possessing contraband items

b. Identifying Honor Code Violations. In order to identify violations of the Honor Code, you must examine the act and the intent of the accused. The act is the attempt to lie, cheat, steal or tolerate such actions on the part of another candidate. If the accused candidate's intent was to misrepresent the reality and truth of a situation or try to get an unfair advantage over other candidates, then a violation has occurred. *The intent is the most important factor in determining a violation.* If the act or statement was intended to deceive, then there is no question as to the intended result.

c. Identifying Mistakes. If a candidate inadvertently commits an act that violates the Honor Code or policies, but the intent was honorable, then the candidate has made a mistake. Candidates are not expected to report each other's mistakes unless they will lead to safety risks or monetary costs. Mistakes are disciplinary problems and are punished accordingly.

d. Courses of Action.

(1) Candidates are not expected to report themselves for mistakes or policy violations unless they feel it is necessary in order to have a clear conscience, ensure the safety of others or save the military money. A candidate is expected to be honest and take responsibility if confronted about a violation by another candidate or cadre member.

(2) If a candidate or cadre member witness a violation, they should analyze the situation and determine the act and the intent. They should address the candidate who committed the violation. If the violator's actions were honorable, then concern should be expressed about the violator's poor judgment and offer alternate courses of action for the future. Treat actions as a mistake if the violator had no intent to violate the Honor Code or policies.

(3) Any candidate or cadre who witnesses what might be an Honor Code violation must report it immediately to their class Holder of Honor, who will then notify the Company Commander. The Company Commander will make the final determination whether the violation should be referred to an Honor Board or handled through normal administrative channels.

(a) The Holder of Honor will appoint an Investigating Candidate to conduct an investigation and determine the validity of the reported violation. The Investigating Candidate conducts the investigation IAW AR 15-6. The Investigating Candidate will present all facts pertaining to the case to the Holder of Honor. The Holder of Honor will recommend to the Company Commander that the Honor Council be convened if the Investigating Officer determines reasonable cause exists.

(b) The candidate under investigation for the honor violation will have an arraignment before the Holder of Honor prior to convening of the Honor Council. A candidate who pleads guilty is given the opportunity to see the Company Commander and admit his guilt. A candidate who does not wish to see the Company Commander or pleads not guilty will have a hearing before the Honor Council.

e. Timeline. During the Accelerated program or ADT, the investigator has 48 hours to conduct the investigation. Upon completion of the investigation, the Honor Council has 24 hours to conduct the hearing and present its report to the OCS Company Commander. During IDT training, the investigation and hearing must be complete by the end of the IDT period following report of a violation; the report is due to the OCS Company Commander by the end of the second IDT period following report of the violation.

SECTION II THE HONOR COUNCIL

4-6. Purpose of the Honor Council.

a. Because the concept of honor is intangible and based on subjective concepts, different people interpret acts and intents differently. Consequently, in order to ensure an accused is allowed due process and a fair review, an honor council is convened to consider the act, intent, and possible elimination of the candidate. The most awesome responsibility that any group can be given is the ability to "police their own." Every action that the Honor Council takes should be carefully considered.

b. The Honor Council consists of a minimum of three (3) voting members, the optimum number is five (5). The council must have an odd number of voting members. Council membership should include representation of the accused candidates demographic group (i.e. if a female is accused, there should be at least one female on the council).

(1) The Holder of Honor (HOH). The student body early in the course appoints the Holder of Honor. The Holder of Honor is president of the Honor Council.

(a) The Holder of Honor's primary duty is to guide and mentor the Honor Council. He must therefore have some knowledge of legal proceedings and understand the difference between justice and revenge, a mistake and a violation, and acting on purpose or out of negligence.

(b) The Holder of Honor will hear the findings of the Investigating candidate and determine whether the act warrants a convening of the Honor Council.

(2) Vice President. Assistant to the Holder of Honor; is a voting member of the Honor Council.

(3) Honor Council Representatives. The council should include a representative from each platoon, determined by the student body. These are the voting members of the Honor Council. In small student populations, the honor council representatives may also fill the role of recorder/reporter.

(4) Recorder/Reporter. The Holder of Honor appoints the recorder. The recorder will ensure that the accused, the accuser(s), all requested witnesses and board members are present at the hearing. The recorder will take detailed notes of what is said and done during the meeting. The appointed recorder should consult AR 15-6 for further guidance. The recorder is a voting member. If the OCS Company has a large population, the duties of reporting the events may be assigned to a separate reporter, who is a non-voting member.

(5) Investigating Candidate. Appointed by the Holder of Honor to investigate the suspected honor violation. He conducts his investigation IAW AR 15-6. The investigating candidate is not a voting member.

(6) Senior TAC Officer. Responsible for ensuring the hearing proceedings occur within the appropriate guidelines and are fair and just. He/she may advise the council on procedural matters and refer them to appropriate regulations and references. The Senior TAC is a non-voting member.

4-7. Honor Council Procedures. Once the council has assembled, the Holder of Honor will call the session to order. Only the council, the recorder, the Senior TAC, and the accused will remain in the council chambers. All others remain outside until the Holder of Honor calls for them.

4-8. Hearing Script. The Hearing consists of preliminaries (swearing in of board members and opportunity for the respondent to challenge the impartiality of the board), presentation of evidence against the respondent, presentation of respondent's evidence, closing arguments, deliberations, and announcement of findings. The script is an appendix to the TAC Guide, and must be presented to the respondent in advance of the hearing.

4-9. Resolution.

a. After the hearing, the Honor Council votes to determine if the respondent is guilty or not guilty. If guilty, the council recommends appropriate punishment

b. The HOH will notify the Company Commander of the verdict and recommendation(s), if appropriate, in accordance with the timeline (Paragraph 4-5.e.).

c. The reporter will forward a complete transcript of the proceedings to include the findings and recommendations to the Company Commander within 24 hours after the council has adjourned or (during traditional Phase II) by the end of the second IDT period following report of violation.

d. Only in the most exceptional circumstances should the Company Commander allow a candidate convicted of violating the Honor Code to remain in the program. Under most circumstance, relief is the only appropriate remedy for an Honor Code violation. The Company Commander will determine what, if any, restrictions/punishment should apply to a guilty candidate who is not eliminated.

Chapter 5

DISCIPLINE

The only thing necessary for the triumph of evil is for good men to do nothing.

-Edmund Burke

5-1. **Schofield's Definition of Discipline.** "The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and to give commands in such a manner and such a tone of voice as to inspire in the soldier no feeling, but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself while he who feels and hence manifests disrespect toward others, especially his inferiors, cannot fail to inspire hatred toward himself."

MG John M. Schofield, in an address to the Corps of Cadets, 11 August 1879

5-2. **General.**

- a. Discipline is achieved through a system of rewards and punishments.
- b. Disciplined units begin with disciplined soldiers of character. Soldiers with discipline are orderly, obedient and dependable. They do their duty promptly and effectively in response to orders, or even in the absence of orders.
- c. The OCS Disciplinary System discussed in this chapter addresses incentives for excellence and corrective or punitive actions for violations of the procedures and policies of the OCS program. This system is used to maintain high standards of disciplined performance.
- d. Title X personnel are subject to the Uniform Code of Military Justice (UCMJ). All other personnel are subject to applicable laws and military regulations. Personnel committing serious offenses, flagrantly violating unit policies and procedures, or demonstrating inappropriate behavior are subject to punishment under applicable laws and regulations. Such punishment will result in removal from training and/or relief from OCS.
- e. Punitive methods used within the Officer Candidate School program in response to Class I, II or III deficiencies may include punishment under applicable laws and military regulations.
- f. Administrative methods to either correct a deficiency or reinforce outstanding performance are:
 - (1) Verbal reprimands and on the spot corrections. Cadre may issue a verbal reprimand to correct a minor violation. A candidate must ensure he understands the violation and what actions are necessary to avoid repeating the same violation.
 - (2) Formal counseling. Cadre may formally counsel a candidate to correct a violation. Formal counseling is recorded on an informal memorandum, counseling statement, spot report, or leadership performance evaluation report.
 - (3) Written assignment. Cadre may assign written assignments to correct a violation. The assigning cadre will specify the topic and length of the assignment. TACs review all written assignments for grammatical content and punctuation. Assignments containing gross errors will require resubmission.
 - (4) Disciplinary physical training. Cadre may require a candidate to perform a physical training task to correct a violation. (i.e., ten four-count pushups). These corrective actions will not exceed an individual's physical capability and it will be performed in the presence of the cadre. Assessment is subjective and task(s) are designated in FM 21-20.

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(5) Referred counseling. Cadre may refer a candidate to another cadre higher within the organization for formal counseling to correct a violation.

g. Privileges are incentives used to instill/encourage striving for excellence.

5-3. Delinquencies. Those offenses committed by a candidate through design or neglect that result in failure to perform duties, violation of regulations, SOPs, policy letters, guidance stated by TACs, or commission of acts of misconduct prejudicial to good order and military discipline.

a. Delinquencies may be categorized as Class I, II, or III offenses. Punishments may be administered as deemed necessary by the Battalion or Company Commander.

b. Delinquencies are adjudicated according to the seriousness of the offense.

c. More than one delinquency of a common nature will warrant consideration for the next higher Class punishment.

(1) **Class I.** A Class I delinquencies is the most serious type of offense and can warrant relief from the program, as directed by the Battalion Commander. When circumstances justify punishment short of relief, the Battalion Commander or Company Commander will administer the punishment. Class I delinquencies are as follows:

(a) Being under the influence of alcohol or drugs at any time during an IDT or AT period, including "free" or "off" time.

(b) Possession of alcoholic beverages and/or drugs at any time during an IDT or AT period, including "free" or "off" time. (Commanders may suspend or modify the restriction on alcohol during the dining-in or other scheduled social events.)

(c) Unexcused absences from periods of instruction or duty.

(d) Gambling of any form.

(e) Possession of ammunition, firearms, or pyrotechnics in the unit area, or failure to secure POWs in accordance with local SOP.

(f) Honor Code violation.

(g) Disrespect and/or insubordination towards TAC staff/cadre/officers/NCOs.

(h) Fraternization.

(i) Other actions or misconduct considered detrimental to the Officer Candidate Program.

(2) **Class II.** The Company Commander or Senior TAC may impose punishment for a Class II deficiency. Class II deficiencies involve conscious and willful misconduct and include:

(a) Insubordination or belligerent attitude toward members of the candidate chain of command.

(b) Permitting a serious infraction of regulations while in a position of authority.

(c) Failure to comply with oral or written instructions.

(d) Committing an unsafe act, either in training or in the barracks.

(e) Repeated Class III delinquencies.

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(f) Use of tobacco products at any time during an IDT or AT period, including "free" or "off" time. (Commanders may suspend or modify this restriction during the dining-in, if conducted.)

(g) Repeated failure to perform assigned duties.

(h) Other misconduct insufficient to warrant Class I action by the Company Commander.

(3) **Class III.** A Class III deficiency is an offense of negligence or poor judgment. The Senior TAC or Platoon TAC will impose punishment for these offenses. Class III deficiencies include:

(a) Failure to salute an officer.

(b) Failure to respond to correction.

(c) Unprepared for instruction.

(d) Violations of SOP, regulations, or directives.

(e) Use of obscene, profane, or offensive language.

(f) Unauthorized use, removal, destruction, or loss of government property.

(g) Late return from privileges.

(h) Repeated failure to respond to correction.

(i) Failure to secure personal property or government equipment with a value of \$5.00 or more.

(j) Failure to perform assigned duties.

(k) Committing an unsafe act, either in training or in the barracks.

(l) Other misconduct insufficient to warrant Class II action by the Senior TAC or Company Commander.

5-4. **Probation.** The Battalion/RTI Commander may place candidates on probation. The candidates continued presence in the Officer Candidate program is dependent upon their improved performance and strict observance of the rules and regulations within the program. A candidate remains on probation until the completion of the current phase or until relief by the Battalion/RTI Commander. A candidate who fails to maintain standards while on probation will be considered for recycle or elimination.

5-5. **Excellence.** Those actions of a candidate, through design and purpose, that result in: outstanding performance of duties; surpassing standards of the OC Guide; or commission of acts of exceptional leadership or bravery.

a. Excellence may result in awards or the granting of privileges as deemed appropriate by the Regimental, Battalion, or Company Commander. The awards and privilege system is designed to enforce and maintain the high standards of performance expected of every candidate.

b. Repeated excellence may warrant and result in consideration for additional privileges or awards.

c. Single acts of excellence do not negate a delinquency.

5-6. **Phase Privileges.** As an OCS class progresses from Basic to Intermediate and from Intermediate to Senior Phases, the TAC staff may choose to award the class certain privileges. The TAC staff will

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thoroughly brief the officer candidates on the extent and limitations of their privileges. Once awarded, privileges may be revoked at the discretion of the TAC staff. The OCS Company Commander is the approving authority for all phase privileges.

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Chapter 6

LEADERSHIP DEVELOPMENT AND EVALUATION

All men dream: but not equally. Those who dream by night in the dusty recesses of their minds wake in the day to find that it was vanity: but the dreamers of the day are dangerous men, for they may act out their dream with open eyes, to make it possible.

-T.E. Lawrence

6-1. General.

a. The leadership evaluation program at OCS is based on the premise that leaders are developed by leading, using proven techniques that have been historically effective. It initially requires the candidate to follow a prescribed format and moves gradually toward allowing individual initiative in problem solving.

b. The instruction and practical application of leadership skills in OCS are closely coordinated with and serve to reinforce the formal leadership instruction presented by the Regional Training Institute.

6-2. **Leadership Assessment.** Trained assessors who are familiar with the target-level position (performance expected of a second lieutenant) conduct the assessment of leadership performance using leadership actions, skills, and attributes as the evaluation tool.

a. Not all leadership actions, skills, and attributes are evaluated during each leadership performance evaluation.

b. Cadre are trained in the assessment skill of rating behavior. Key assessment skill include:

- (1) Identifying/Observing demonstrated behavior(s)
- (2) Recording behavior(s)
- (3) Classifying behavior(s)
- (4) Rating behavior(s)

6-3. Troop Leading Procedures.

a. One of the most important tools in successful leadership is understanding and applying the eight steps of the Troop Leading Procedures (TLP). Therefore, OCS stresses the use of the TLP as a means to effectively accomplish the mission. The eight steps of the TLP are:

- (1) Receive the Mission: get the orders and guidance for what the unit is to do.
- (2) Issue the Warning Order: alert subordinates so they can begin to prepare for the mission.
- (3) Make a Tentative Plan: decide on a general plan.
- (4) Initiate Necessary Troop Movement: start troops toward the location where the action is to take place; begin those tasks or those rehearsals rehearsals troops can accomplish prior to completion of the plan.
- (5) Conduct Reconnaissance: a continual process during the TLP that is conducted to confirm or adjust tentative plan. Information gathered may cause a significant change of plan or even the mission.
- (6) Complete the Plan: adjust the tentative plan to fill in the specific details of the mission.
- (7) Issue the Complete Order: explain the plan to subordinates and check for understanding.
- (8) Supervise: continuously check on the action taking place and make necessary adjustments.

b. The eight steps of the TLP provide a format to follow in any leadership situation. As the leader gains experience, s/he will employ the TLP automatically with little conscious thought given to the actual steps.

c. Each candidate receives opportunities in both garrison and field environments to demonstrate his/her ability to properly use the TLP to accomplish a mission. The TAC will counsel candidates on their strengths and shortcomings during leadership assignments and assign retraining where applicable. The failure to correct leadership shortcomings after counseling may result in recycle or elimination.

6-4. Performance-Based Leadership Assessment.

a. Leadership evaluation at OCS measures performance not potential. OCS is structured in a manner that affords each candidate ample opportunity to perform. Performance is the basis for all evaluation. Therefore, all candidates have an equal opportunity to excel. Performance on diagnostic tests, chain of command responsibilities, and individual responsibilities serve as an indication of leadership ability.

b. Chain of Command Responsibilities. The TAC bases his appraisal of a candidate's leadership ability more on his performance while in a chain of command than during any other test. In the course of a cycle, candidates are in the chain of command in garrison and field environments. Each candidate will receive a minimum of three (3) leadership evaluations (one per phase).

6-5. Peer Assessments. Peer assessments are excellent predictors of performance. Used as a developmental tool in a non-threatening mode, peer assessments provide the individual with valuable information for development and growth. Candidates conduct peer assessments, using the Peer Evaluation Leadership Assessment Report (Figure 6-6), three times in the traditional program: once during Phase I (Basic Status), once in the middle of Phase II (Basic/Intermediate), and once just prior to Phase III (Senior Status). In the accelerated program, candidates conduct peer assessments on or about days 14 and 24. The TAC Staff use peer assessments to develop and refine their own observations of the candidate.

a. The TAC discusses peer assessments during counseling sessions and notes significant comments.

b. The first peer assessment is conducted at squad level. Candidates complete a peer assessment sheet on each member of the squad and develop a squad order of merit list, from those who demonstrate the best leadership to the worst. Candidates must justify their choices for the top 3 candidates, bottom 3 candidates, and why they ranked themselves as they did.

c. Subsequent peer assessments are conducted at platoon level. Candidates complete a peer assessment on each member in their squad and on the top three and bottom three candidates in their platoon. Candidates develop a platoon order of merit list for these peer assessments.

6-6. Leader Values, Attributes, Skills, and Actions

a. **Army Values** - principles or qualities intrinsically desirable.

- (1) Loyalty: bear true faith and allegiance to the U.S. Constitution, the Army, and other soldiers.
- (2) Duty: fulfill your obligations.
- (3) Respect: treat people as they should be treated.
- (4) Selfless-Service: put the welfare of the nation, the Army, and your subordinates before your own.
- (5) Honor: live up to all the Army values.
- (6) Integrity: do what's right, legally and morally.
- (7) Personal Courage: face fear, danger, or adversity (physical and moral).

b. Attributes.

(1) Emotional.

(a) Self control- always in control of emotions regardless of the situation; gives subordinates perspective at all times; knows how to send the intended message with the intended amount of emotion; is cool-headed.

(b) Balance- displays the appropriate amount of emotion for the situation; self-control allows for balance and gives the leader the ability to lead and motivate in the toughest of circumstances.

(c) Stability- steady, levelheaded and calm in the face of the most difficult situations.

(2) Mental.

(a) Will- gives the soldier or leader the drive to continue, regardless of the situation or the conditions. The inner drive that enables us to drive on and complete the mission.

(b) Self Discipline- gives the leader the ability to master his own impulses; leaders must think clearly in order to act responsibly; self discipline is the lynch pin that allows this to happen.

(c) Initiative- the ability to act when there is none or little guidance; the leader who displays initiative is a self-starter and has the ability to see requirements that are not always spelled out; clear understanding of the commander's intent allows a leader to exercise initiative to accomplish a mission.

(d) Judgment- make the best decision for the situation. Good judgment means the ability to juggle information that may or may not be clear, and the ability to analyze and compare courses of action, and come to the best decision for the situation.

(e) Self-Confidence- the faith that the leader will act correctly and properly given a situation. The ability to make an attempt; competence gives leaders confidence, and the more confident the more competent they become.

(f) Intelligence- the ability to think, learn and reflect; intelligence comes from the ability to combine knowledge from study, skills from experience, and have the ability to reflect on the past and learn from it.

(g) Cultural Awareness- Sensitivity to the cultural backgrounds of soldiers. Sensitive to the culture of the country you are in and aware of the differences. Leaders must take advantage of these differences and identify commonalities in order to build cohesive teams.

(3) Physical.

(a) Health Fitness- everything you do to maintain good health; healthy soldiers perform better under stress and leaders must be healthy in order to lead soldiers in the most stressful times.

(b) Physical Fitness- set the standard; leaders must maintain the highest level of physical fitness since unit readiness begins with physical fitness; a unit that is not fit will not endure the hardships of combat, regardless of branch or job.

(c) Military Bearing- look and act like a soldier; know how to wear the uniform and wear it with pride; meet height/weight standards and always carry yourself as a soldier.

c. Skills.

(1) Interpersonal.

(a) Communicate- transmitting a message in a clear, concise manner so the intended receiver understands it; being able to communicate verbally and in writing.

(b) Supervise- check and recheck; find the balance between over supervision and not supervising enough; supervision within the span of control.

(c) Counsel- the ability to outline a plan for the unit or the subordinate to reach an individual or unit goal; ultimately resulting in a plan of action or a road map for improvement.

(2) **Conceptual.**

(a) Critical reasoning- Problem solving, understanding situations, finding causes and arriving at justifiable solutions.

(b) Creative thinking- developing original ideas; finding new solutions to old problems or imaginative solutions to new problems.

(c) Reflective thinking – open to feedback from all sources; able to listen and use feedback; the ability to take information, assess it; and apply it to behavior to explain why things went well or wrong.

(d) Ethical reasoning – define the problem, know the relevant results, develop and evaluate courses of action, and choose the course of action that best represents the Army values.

(3) **Technical.**

(a) Know equipment- know your equipment and how to operate it understand the concepts behind the equipment and how it's used.

(b) Operate equipment- set the example and learn to operate the equipment for which you and your soldiers are responsible.

(4) **Tactical.**

(a) Know doctrine- understand the art and the science of doctrine.

(b) Field craft- know and pass on the skills required to sustain yourself in the field.

(c) Tactical skills and training- be the primary trainer for individuals and teams exercise this by using the span of control and training as you fight.

d. **Actions**

(1) **Influencing.**

(a) Communicate- make your subordinates understand you by using a variety of means; the responsibility rests with the leader to make subordinates understand.

(b) Decide- use of the problem solving steps: identify problems, identify facts/assumptions, generate alternatives, analyze and compare alternatives, decide, execute then evaluate/assess results.

(c) Motivate- give subordinates the will to accomplish the mission by providing direction and purpose; empower subordinates and use positive reinforcement as situation dictates.

(2) **Improving.**

(a) Develop people- the ability to train and prepare subordinates to assume positions of greater responsibility.

(b) Build teams- training small teams is the cornerstone of the Army team; getting people to work together, execute thoroughly and quickly, thrive on challenges, and learn from experience is how we build teams.

(c) Learn from experience- look at situations and experiences and learn from them, do not make the same mistake twice; teams are learning organizations and leaders are the teachers that enable the team to learn.

(3) **Operating.**

(a) Planning- a plan is a proposal on how to execute a mission or directive; be able to plan for both specified and implied missions; use reverse planning, starting with a desired end state and work towards the present.

(b) Preparation- when leaders plan subordinates prepare; leaders give their soldiers the time to prepare with good use of warning orders and information updates; must use rehearsals.

(c) Executing- the act of accomplishing the mission to standard and on time; includes the ability to adapt to changing situations.

(d) Assessing- the ability to see through the battlefield clutter and get a true read on what went right and wrong, and most importantly how to correct weaknesses.

6-7. Chain of Command.

a. The student chain of command includes positions from team leader to company commander. Candidates serving as platoon sergeant (sometimes squad leader) and above are evaluated and require formal individual counseling. Positions are rotated to provide each candidate the maximum opportunity for leadership development. The student chain of command serves to facilitate control of the company and to provide candidates leadership development and evaluation opportunities.

b. The candidate chain of command consists of the following positions:

- (1) Company Headquarters
 - (a) Company Commander (CO)
 - (b) Executive Officer (XO)
 - (c) First Sergeant (1SG)
- (2) Platoon Level
 - (a) Platoon Leader (PL)
 - (b) Platoon Sergeant (PSG)
 - (c) Three to four Squad Leaders (SLs)
 - (d) Six to eight Team Leaders (TLs)

c. Candidates occupying leadership positions are evaluated IAW the Leadership Assessment Program. The rating scheme for leadership positions is outlined below.

<u>POSITION</u>	<u>RATER</u>
Squad Leader	TAC
Platoon Sergeant	PLT TAC / TAC NCO
Platoon Leader	PLT TAC
First Sergeant	1SG / PLT TAC / TAC NCO
Executive Officer	SR TAC
Company Commander	CO / SR TAC

d. Duties and Responsibilities. It is up to the chain of command to best utilize their time, troops and materiel to accomplish assigned tasks. Although it is desirable to relate the task requirements as closely as possible to the tasks a new lieutenant will face, it is not entirely possible. While the task may not be relevant, the candidate's attitude and the skills s/he employed for successful completion of these tasks are entirely relevant to the needs of a junior officer. The chain of command has numerous administrative assignments involving the gathering of information, its analysis, and the preparation and submission of reports.

e. Prior to the scheduled change of command, the TAC will notify the next chain of command.

f. The duration of chain of command positions in garrison is left to the discretion of the TAC staff. Field leadership positions rotate at the TACs discretion.

g. The specific duties of candidates assigned to leadership positions are listed below. Each candidate will familiarize him or herself with the relevant responsibilities before assuming any position. The Company Commander and TACs may add additional duties. Local SOPs may add additional specific requirements. The TAC will review all requirements using the LER In-Brief.

h. Company Chain of Command.

(1) Candidate Company Commander.

(a) The Candidate Company Commander (CO) is responsible for all that his/her company does or fails to do. S/he plans, makes timely decisions, issues orders, delegates tasks, and personally supervises company activities.

(b) The Candidate CO exercises command through the XO, 1SG and PL's. S/he also uses his company level additional duty officers to accomplish the mission.

(c) The Candidate CO is responsible for the discipline, welfare, morale and control of his/her company.

(d) Supervises the XO and the 1SG in the accomplishment of their missions.

(e) Supervises the PLs in supporting and enforcing the policies, procedures, and standards set forth in the OCS program and take positive action to correct deficiencies.

(f) Is responsible for all status reports.

(g) Moves the company to and from areas of instruction in a military manner.

(2) Candidate Executive Officer (XO).

(a) The XO is the principal assistant to the candidate CO and acts as his/her chief advisor and administrator. The candidate XO should do everything possible to relieve the CO of administrative burdens through the proper management of his/her resources, time, personnel, and materiel. The candidate XO will assume command of the company in the absence of the candidate CO.

(b) Additionally, the XO is responsible for the preparation of the daily operation order. He prepares it based on the published Training Schedule for the class, battalion/company policy, precedents from previous operation orders, and information from the Senior TAC/Company Commander.

(c) The XO will ascertain the exact location and route of travel to training areas and will inform the candidate CO of such.

(d) Coordinate with the company DFAC Officer to arrange for special and ordinary mess needs, including special rations, changes in the mess times, and recommendation and implementation of DFAC policies.

(e) Coordinate with cadre 1SG or Senior TAC for arms issue and turn in. The candidate XO will use platoon Arms Room Officers to supervise operations and will arrange with the company Supply Officer for all supply needs.

(f) Enforce supply discipline.

(3) Candidate First Sergeant (1SG).

(a) Monitors and coordinates control of all matters pertaining to logistical needs and administrative actions with the cadre 1SG. Close coordination with the candidate CO, candidate XO and major company-level additional duty officers is vital. Active communication and supervision through the platoon sergeants is essential, but this communication should complement the formal chain of command, not circumvent it.

(b) Formation Accountability.

- The Candidate 1SG forms the company and receives the report in accordance with the procedures outlined in Chapter 7, FM 22-5. Additionally the 1SG prepares an index card of the company accountability for the duty TAC and updates this card following formations or changes in personnel status.

- The Candidate 1SG maintains an accurate accountability status report at all times. This accountability is obtained no later than 5 minutes before any formation. PSGs will make an informal report to include any candidates not present for duty and the reason for their absence (sick call, leave, etc.).

- The candidate 1SG keeps the candidate CO and candidate XO informed of the current accountability status at all times.

(c) Classroom Accountability

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- Candidates leaving or returning to any instruction must first check with the candidate 1SG and TAC.

- Any time the status changes the student 1SG informs the duty TAC.
- When the class is divided into multiple sections, accountability must be kept in all sections.

(d) Details. IAW Local SOP.

i. Platoon Chain of Command.

(1) **Platoon Leader (PL)** - The platoon leader leads the platoon and is responsible for the discipline, welfare, morale and control of his/her subordinates. Ultimately, s/he is responsible for everything the platoon does or fails to do. The PL commands primarily through the squad leaders (SL), delegating authority through the platoon sergeant (PSG). The platoon leader will ensure that:

(a) Proper accountability is maintained.

(b) PSG and SLs are fulfilling their responsibilities.

(c) Platoon members receive information necessary for the platoon to accomplish the assigned mission.

(d) An equitable distribution of details and privileges exists, and candidates' personal needs are taken care of.

(e) Platoon additional duty officers receive supervision and coordinate their work to ensure timely completion of assigned missions.

(f) SLs inspect the squads and correct deficiencies prior to every formation.

(g) Candidates receive spot checks for appearance, required knowledge and preparedness for training.

(h) The platoon TAC officer receives a daily briefing on the status of the platoon. This briefing will include, but is not limited to, morale, individual personal problems, inspection results, anticipated problems and planned courses of action for improving platoon performance.

(i) The OC chain of command inspects each candidate's weapons, sensitive items and platoon equipment before, during, and after training and prior to turn-in.

(j) Additional duties per local SOP.

(2) **Platoon Sergeant (PSG)** - The PSG is the principal assistant to the PL and will assume command of the platoon in his absence. The PSG:

(a) Conducts formations in accordance with Chapter 7, FM 22-5 and assists the PL in the control of the platoon during movement.

(b) Maintains accurate accountability of platoon members at all times.

(c) Enforces the regulations and directives of OCS.

(d) Ensures that platoon members maintain and account for equipment at all times.

(e) Passes pertinent information to the platoon in a timely manner.

(f) Maintains control of and ensures compliance by the platoon with all SOPs and directives when the platoon is in classroom training, at all training sites, and when on vehicles traveling to and from training.

(g) Forms the platoon prior to meals and marches the platoon as a unit to the DFAC.

(h) Assists the PL in conducting inspection of the platoon area.

(i) Coordinates with the candidate 1SG in all administrative matters concerning the platoon.

(j) Ensures the platoon bulletin board is maintained and up to date.

(k) Prepares and maintains a daily platoon status report for the platoon TAC.

(3) **Squad Leader (SL)** - The SL is the direct supervisor of the individual squad members and ensures:

- (a) The personal appearance and cleanliness of squad members.
- (b) Squad members maintain and account for all government property issued.
- (c) A squad status is maintained, to include the location and activity of squad members.
- (d) The squad is prepared to accomplish the assigned mission.
- (e) Candidates are present for all formations or properly accounted for.
- (f) Each squad member's room/bunk and personal equipment are inspection ready at all times.
- (g) The squad properly completes details in accordance with established policies and standards.
- (h) All squad members are informed.
- (i) The PSG is aware of all changes in the squad's status.

(4) **Team Leader (TL)** - The TL assists the squad leader in supervising the individual squad members. He assists him in ensuring:

- (a) The personal appearance and cleanliness of team members.
- (b) Team members maintain and account for all government property issued.
- (c) Maintenance of team status, to include the location and activity of the team.
- (d) The team is prepared to accomplish the assigned mission.
- (e) The team is present for all formations or properly accounted for.
- (f) Each team member's room/bunk and equipment are inspection ready at all times.
- (g) The team properly completes details in accordance with established policies, standards and squad leader guidance.
- (h) S/he keeps team members informed.

6-8. **Assessment Forms.** The assessment process involves the candidates and TACs using various forms, primarily: In-Brief, Leadership Evaluation Report (LER), Self-Assessment Report, Spot Report, Field LER and Peer Rating Form.

a. **Leadership Evaluation In-Brief.** See Figure 6-1. Similar in concept to the OER Support Form (DA Form 67-9-1). Used by the TAC to ensure the officer candidate is aware of all duties, responsibilities, events, and expectations associated with an upcoming evaluated leadership position. The officer candidate has the opportunity to comment on the TACs expectations prior to the rated period. TACs generally in-brief candidates 12-24 hours prior to assuming a leadership position.

b. **Leadership Evaluation Report (LER).** See Figure 6-2. The TACs use this form to assess the candidate's leadership performance while serving in the chain of command. Candidates will also be out-briefed verbally 12-24 hours following the completion of a leadership position. The formal written portion occurs within 24 hours of completion of a leadership position. The candidate's Self-Assessment report is attached to the LER after the TAC has completed his counseling with the candidate.

(1) Candidates receive ratings based on a five point scale similar to that used in the Officer Evaluation Report (OER) rating schemes.

(2) A candidate is awarded a "1" if s/he did an **excellent** job and demonstrated attributes, skills and actions that would be expected of a 1LT. The candidate demonstrated the ability to operate independently outside of the company and battalion with limited guidance and supervision.

(3) A candidate is awarded a "2" if s/he did an **outstanding** job and demonstrated the attributes, skills, and actions of a seasoned 2LT. The candidate demonstrated the abilities expected of a platoon leader with abilities to operate with minimal guidance within the company.

(4) A candidate is awarded a “3” if s/he was **successful** at demonstrating the attributes, skills, and action expected of a 2LT. The candidate demonstrated the minimum standard expected of a 2LT.

(5) A candidate is awarded a “4” if s/he was **marginal** at demonstrating the attributes, skills and actions expected of a 2LT. The candidate is able at times to meet the minimum standard but still acts as an Officer Candidate the majority of the time.

(6) A candidate is awarded a “5” if s/he **failed** to meet the standard and did not at any time demonstrate the attributes, skills and actions expected of a 2LT.

c. Candidate Self-Assessment Report. See Figure 6-3. The candidate completes the self-assessment report prior to his/her LER counseling. The form allows the candidate to have an active role in the evaluation process.

(1) The candidate summarizes his/her own performance and list his/her strengths and weaknesses (as s/he perceives them and based on the TACs verbal/on-the-spot counseling) before the TAC counsels him/her. The candidate writes the summary in the Situation, Task, Action, Result (STAR) format.

(2) The candidate develops a plan for improvement based on his/her own observations. Self-improvement is a critical ability for an Army officer. The candidate’s plan for improvement should be based on careful reflection upon the candidate’s own successes and failures; it must identify specific action the candidate will take to improve his/her future performance.

(3) The TAC officer does not influence what the candidate writes on the Self-Assessment Report. The TAC does use the Self-Assessment to gauge the candidate’s self-awareness and ability to critically analyze his/her own performance. The Self-Assessment Report helps the TAC prepare the LER.

d. Leadership Observation Report (Spot Report). See Figure 6-4. The TACs use this form, in STAR format, to record a candidate’s behavior, on the spot, for very negative or very positive behavior.

e. Field Leadership Evaluation Report (FLER). See Figure 6-5. This is a condensed version of the LER that places greater emphasis on troop leading procedures; TACs use the FLER primarily for field leadership positions. The FLER carries the same weight as the LER.

f. Peer Evaluation Leadership Assessment Form. See Figure 6-6. Used IAW paragraph 6-5 above to assess the leadership performance of an officer candidate peer group.

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Figure 6-1 (Leadership Evaluation In-Brief)

LEADERSHIP EVALUATION IN-BRIEF						
PART I- ADMINISTRATIVE DATA						
CANDIDATE NAME (Last, First, MI)	SSN	PLT	CO	PHASE	DATE	POSITION
RATER'S NAME / RANK / POS	STATE	FROM: DTG		TO: DTG		
PART II- EXPLANATION OF RATING SYSTEM						
SCALE						
1 1LT Excellent	2 2LT+ Outstanding	3 2LT Success	4 OC Marginal	5 OC- Failure		
PART III- DUTY DESCRIPTION						
PART IV- CRITICAL EVENTS / EXPECTATIONS						

PART V- SUMMARY	
Date and Summary of Counseling:	
Candidate Comments on Expectations:	
Rater's Signature	Date Signed
Candidate's Signature Signed	Date

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Figure 6-2 (Leadership Evaluation Report)

PART I- ADMINISTRATIVE DATA						
CANDIDATE NAME (Last, First, MI)	SSN	PLT	CO	PHASE	DATE	POSITION
RATER'S NAME/RANK/POS	PERIOD COVERED	FROM		TO		
		DAY MONTH YEAR		DAY MONTH YEAR		
PART II- EXPLANATION OF RATING SYSTEM						
SCALE						
1	2	3	4	5		
Well Above the standard	Above the standard	Performs to standard	Performs to standard	Performs below the standard		
Acts a senior LT capable of	Acts as a seasoned	Acts as a 2LT PLT	sometimes, Acts as			
Operating outside BN independently	PLT LDR	Leader	Officer Candidate			
1LT	2LT +	2LT	OC			
Excellent	Outstanding	Success	Marginal	OC - Failure		
PART III- DUTY DESCRIPTION						
PART IV- PERFORMANCE EVALUATION (ARMY VALUES, ATTRIBUTES, SKILLS, AND ACTIONS <i>IAW FM 22-100</i>)						
a. Army Values	Acts IAW		Remarks			
LOYALTY	Y	N				
DUTY	Y	N				
RESPECT	Y	N				
SELFLESS SERVICE	Y	N				
HONOR	Y	N				
INTEGRITY	Y	N				
PERSONAL COURAGE	Y	N				

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ACTIONS

****Note; any checked action must have a comment in Remarks**

b. Actions	Acts AS			Remarks		
INFLUENCING	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
Communicate						
Decide						
Motivate						
IMPROVING	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
Develop People						
Build Teams						
Learn from Experience						
OPERATING	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
Planning						
Preparation						
Executing						
Assessing						
						Last 4 of SSN

SKILLS

**Note; any checked skill must have a comment in Remarks

c. Skills	Acts AS					Remarks
INTERPERSONAL	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
Communicate						
Supervise						
Counsel						
CONCEPTUAL	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
Critical Reasoning						
Creative Thinking						
Reflective Thinking						
Ethical Reasoning						
TECHNICAL	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
Know Equipment						
Operate Equipment						
TACTICAL	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
Know Doctrine						
Field Craft						
Tactical skills and training						
						<div>Last 4 of SSN</div>

ATTRIBUTES

**Note; any checked attribute must have a comment in Remarks

d. Attributes	Acts AS			Remarks		
	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
EMOTIONAL						
Self control						
Balance						
Stability						
MENTAL	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
Will						
Self Discipline						
Initiative						
Judgment						
Self Confidence						
Intelligence						
Cultural Awareness						
PHYSICAL	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
Health Fitness						
Physical Fitness						
Military Bearing						
						<div>Last 4 of SSN</div>

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PART V- PERFORMANCE RECOMMENDATIONS and SUMMARY OF COUNSELING	
Overall Evaluation	
1(1LT) 2 (2LT+) 3 (2LT) 4 (OC) 5 (OC-)	
Summary of Counseling and recommendations	
Candidates plan for improvement	
Follow up	
Rater's Signature	Date signed
Candidate's Signature	Date signed

Figure 6-3 (Candidate Self-Assessment Report)

CANDIDATE SELF-ASSESSMENT REPORT				
CANDIDATE	CO / PLT	DUTY POSITION	DURATION	DATE
SUMMARY OF PERFORMANCE (Describe the <u>S</u> ituation, the assigned <u>T</u> ask, the <u>A</u> ction taken, and <u>R</u> esults)				
SUMMARY CONTINUED (List primary strengths and weaknesses)				
ACTIONS I WILL TAKE TO IMPROVE				
CANDIDATE SIGNATURE			DATE	

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Figure 6-4 (Leadership Observation Report)

LEADERSHIP OBSERVATION REPORT						
1. NAME (Last, First, MI)		2. RANK		3. POSITION		4. DATE
5. COMPANY _____ PLT _____ STATE _____				Nature of Report - Circle One Leadership / Spot Negative / Spot		
VALUES / ATTRIBUTES / SKILLS / ACTION						
Loyalty	Duty	Respect	ARMY VALUES Selfless-Service	Honor	Integrity	Personal Courage
<u>Required Attributes</u>	<u>Required Skills</u>	<u>Influencing Actions</u>	<u>Operating Actions</u>	<u>Improving Actions</u>		
Mental Physical Emotional	Conceptual Interpersonal Technical Tactical	Communicate Make Decisions Motivate People	Plan &Organize Execute Actions Assess Progress Preparation	Develop People Build Teams Learn from Experience		
OBSERVATION AND REMARKS (SITUATION / TASK / ACTION AND RESULTS)						

OBSERVATION AND REMARKS (SITUATION / TASK / ACTION AND RESULTS) CONT.	
CORRECTIVE TRAINING / COURSE OF ACTION TO BE TAKEN	
CADRE SIGNATURE: _____ CADRE PRINTED NAME: _____	DATE: _____ CANDIDATE SIGNATURE: _____ DATE: _____

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Figure 6-5 (Field Leadership Evaluation Report)

PART I- ADMINISTRATIVE DATA						
CANDIDATE NAME (Last, First, MI)	SSN	PLT	CO	PHASE	DATE	POSITION
RATER'S NAME/RANK/POSITION	State	FROM Time/Day/Month/Year			TO Time/Day/Month/Year	
PART II- EXPLANATION OF RATING SYSTEM						
SCALE						
1 1LT Excellent	2 2LT + Outstanding	3 2LT Success	4 OC Marginal	5 OC - Failure		
PART III- DUTY DESCRIPTION						
PART IV- PERFORMANCE EVALUATION (ATTRIBUTES, SKILLS, AND ACTIONS <i>IAW FM 22-100</i>)						
MISSION:						

ACTIONS **Note; any checked action must have a comment in Remarks

Actions	Acts AS					Remarks
INFLUENCING	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
IMPROVING	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
OPERATING	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	

SKILLS **Note; any checked skill must have a comment in Remarks

Skills	Acts AS					Remarks
INTERPERSONAL	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
CONCEPTUAL	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
TECHNICAL	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
TACTICAL	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	

ATTRIBUTES **Note; any checked attribute must have a comment in Remarks

Attributes	Acts AS					Remarks
EMOTIONAL	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
MENTAL	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	
PHYSICAL	1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5	

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EVALUATION (Evaluate using TLPs in relation to Actions/Attributes and Skills)	
1. Receive the Mission (Conceptual: critical reasoning, Mental: Intelligence) Does Candidate understand higher mission and intent? Can the Candidate restate Platoon/Squad missions? Did the Candidate assess times available and prepare initial time line? Did the Candidate begin Mission Analysis (PL)?	2. Issue Warning Order (Tactical: skills, doctrine, Interpersonal: communication) Did the Candidate issue the WO in 5-paragraph format? Did the Candidate issue a planning timeline? Does the timeline include essential elements and allow for parallel planning?
3. Make a Tentative Plan (Conceptual: creative thinking, Mental: judgement, intelligence) Did the Candidate do mission analysis based on METT-TC? Does the Candidate understand the purpose of the mission? Can the Candidate ID the specified/Implied and Essential tasks? Is the Candidate formulating a proper mission statement?	4. Initiate Movement (Mental: initiative, Influencing: make decisions, execute, assess) Did the Candidate initiate required movement to continue mission or posture for start of mission?
5. Conduct Recon Did the Candidate conduct a recon (Map at minimum)? Does the Candidate understand the types of recon? Does the Candidate have a plan for a Ldr's recon?	6. Complete the Plan (Skills: conceptual, tactical, Actions: operating) Does the plan take in to account info from the recon? Is the plan based on sound information? Did the Candidate make necessary coordination?
7. Issue the Operation Order (Skills: interpersonal, tactical, Actions: influencing, operating) Did the Candidate follow the 5-paragraph format? Is the order issued in a clear, concise manner? Can the lowest level involved repeat the PLT/SQD mission? Do sub elements understand the mission?	8. Supervise and Refine Did the Candidate ensure rehearsal and inspections were conducted? Did the Candidate understand span of control? Was the Candidate able to prioritize based on time available?
9. Execution (Actions: operating, Skills: tactical, Attributes: emotional, physical) Can the Candidate effectively communicate orders? Does the Candidate maintain control of the unit? Did the Candidate keep unit within span of control? Is the Candidate supervising effectively?	10. TAC Notes:

PART V- PERFORMANCE RECOMMENDATIONS and SUMMARY OF COUNSELING	
Overall Evaluation	1(1LT) 2 (2LT+) 3 (2LT) 4 (OC) 5 (OC-)
Summary of Counseling and recommendations	
Candidates plan for improvement	
Follow up	
Rater's Signature	Date signed
Candidate's Signature	Date signed

Figure 6-6 (Peer Evaluation Leadership Assessment Report)

PEER EVALUATION LEADERSHIP ASSESSMENT FORM	
NAME:	<p>Instructions: Relying only on your own personal experience and opinion, rank order all officer candidates in the _____ (company / platoon / squad) including yourself. Place the person you feel is the best leader / soldier / officer candidate in the number one position. Continue to place each person in rank order from first to last including yourself in the class ranking. Then on the reverse side of this document, provide written commentary on why you placed the top three in those positions, the bottom three in those positions and why you placed yourself in the position you chose.</p> <p>Ranking:</p> <p># 1.</p> <p># 2.</p> <p># 3.</p> <p># 4.</p> <p># 5.</p> <p># 6.</p> <p># 7.</p> <p># 8.</p> <p># 9.</p> <p># 10.</p> <p># 11.</p> <p># 12.</p> <p># 13.</p> <p># 14.</p> <p># 15.</p> <p># 16.</p> <p># 17.</p> <p># 18.</p> <p># 19.</p> <p># 20.</p> <p># 21.</p> <p># 22.</p> <p># 23.</p> <p># 24.</p> <p># 25.</p> <p># 26.</p>

PEER EVALUATION LEADERSHIP ASSESSMENT FORM ALPHA (Page 2)

WRITTEN COMMENTS TOP THREE

1.

2.

3.

WRITTEN COMMENTS LAST THREE

__.

__.

__.

WRITTEN COMMENTS SELF

SELF RANKING: _____

COMMENTS:

Chapter 7

TRAINING

*The best form of 'welfare' for the troops is first-class training,
for this saves unnecessary casualties.*

-Field Marshal Erwin Rommel

7-1. **General.** The training of soldiers to assume the responsibilities of commissioned service in the United States Army is a mission of great national importance. OCS training gives the candidate a strong foundation on which to begin his/her career as an officer. The training a candidate receives concentrates on the development of technical and tactical skills, and attitudes and values conducive to successful commissioned service. The overall training received prepares the candidate to lead soldiers.

7-2. **Pre-Commissioning Common Core Tasks (PCCTs).**

a. PCCT Overview.

(1) The PCCT system standardizes officer institutional training and provides a tool for use by commanders and individual officers. It supports officer training and leader development. The PCCT system applies to candidates, cadets and commissioned officers in the active Army and Reserve Components. There are 67 PCCT tasks that must be trained.

(2) The focus of PCCT is on battle leader development. PCCT has two components, a military task and knowledge component and a professional military education component. The military task and knowledge component provides candidates with the critical tasks and professional knowledge areas on which they must train. The professional military education component focuses on improving their cognitive skills.

(3) Candidates are personally responsible for achieving PCCT standards. This acceptance of responsibility is a hallmark of professionalism that will be continuously reinforced after commissioning.

b. PCCT Integration

(1) PCCT skills are integrated into the Officer Candidate School through the Program of Instruction, Field Leadership Training Exercises, and garrison training.

(2) PCCT skills are evaluated by hands-on training and testing and individual examinations administered by USAIS instructors.

7-3. **Academics.**

a. General. The OCS Cadre endeavor to make your training as meaningful, beneficial, and professional as possible. To fully accomplish this objective, you must thoroughly understand the academic policies, programs and procedures established for the Officer Candidate School.

b. One of the principal responsibilities of each candidate is to study, understand, and retain the academic instruction presented. Study time is available daily and preparation for each class is the candidate's responsibility.

c. It is the responsibility of the candidate to study the advance sheets for each period of instruction and to be prepared to meet the performance objectives required for that class.

7-4. **Examinations.**

a. Scheduled examinations take precedence over all absences, except bona fide emergencies or illness. Under no circumstances will a candidate fail to take an examination because of missed instruction covered by that examination.

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(1) Students who miss examinations will contact their TAC, who will contact the instructor. The instructor will establish a time and place for the make-up exam. Students failing to contact their TAC will receive a zero for the exam.

(2) If a candidate misses two or more examinations and the supporting instruction due to authorized absences, his record will be reviewed to determine status and appropriate action.

b. Re-tests

(1) Re-tests are given only on those areas/sections that were failed (obtained a score of less than 70 percent) during the examination.

(2) Re-tests will not be scheduled for quizzes.

(3) The maximum attainable score on a re-test for purposes of computing course average is 70 percent.

(4) Only one re-test is authorized per subject; BN/RTI commanders may authorize an additional retest under exceptional circumstances.

c. Regrade. If a candidate believes that his examination has been graded incorrectly, the student may request a re-grade through his TAC.

d. Reviews. Instructors will be available during scheduled study hall periods to help candidates desiring assistance.

7-5. Field Leadership Exercises (FLX).

a. FLXs are the best means of evaluating leadership within the parameters of OCS. FLXs provide the opportunity to apply previous leadership and tactics instruction to realistic war fighting scenarios and to demonstrate skills in a field environment. FLXs provide direction through the application of decision making, planning and supervising techniques. Once the potential of the candidate is identified, it can be further developed under simulated combat scenarios. During FLXs, candidates receive the maximum number of leadership opportunities available. The TAC/evaluator will give feedback on how the candidate performed. After Action Reviews (AARs) are done during and after the FLXs as an additional means of allowing candidates the opportunity to provide input into the evaluation process.

b. Four FLXs occur during the course. Each FLX is progressive in nature, beginning with individual/team development through platoon development. The sequence and general content of the field exercises are as follows:

(1) FLX 1. Conducted during Phase I. Designed as an introduction to land navigation and administrative field living.

(2) Defensive STX. Conducted during Phase II. Concentrates on tactical training and operating in a field environment.

(3) FLX II & FLX III. Conducted during Phase III. A 12-day field leadership exercise conducted in the local training area. The exercise typically begins with squad situational training exercises (FLX II) developed into a platoon force on force exercise (FLX III).

7-6. Physical Fitness Training.

a. General. The goal of the physical fitness training program is to improve the physical stamina and fitness of each candidate. It emphasizes running, endurance and upper body strength. The program challenges OCs early in the course and progresses to building a program using obstacle courses, daily physical training, and foot marches.

b. Objectives. The objectives of the OCS Physical Fitness Program are two-fold: first, teach OCs the proper method for conducting a unit level Physical Fitness Training Program. Second, assist the OCs in achieving and maintaining a high level of physical fitness while attending the course.

c. Training Events. In addition to daily physical training, OCs will participate in the following:

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- (1) At least two foot marches, one five (5) miles and one twelve (12) miles.
 - (2) Combat Water Survival Test (CWST) in Phase III.
 - (3) Confidence obstacle course (Phase III); the Leadership Reaction Course or conditioning obstacle course are appropriate substitutes.
 - (4) Unit formation runs.
 - (5) Other physical training as the commander deems appropriate.
- d. Foot Marches. Candidates must complete all road marches IAW FM 21-18 prior to graduation. Candidates who fail to meet the standard for any foot march will be allowed one retest.
- (1) Five (5) mile foot march.
 - (a) Task: Conduct a five-mile foot march.
 - (b) Conditions: Given commander's guidance, FM 7-8, FM 21-18, the candidate chain of command, a company of candidates in the prescribed uniform, and a designated route of march.
 - (c) Standard: Candidates will participate in their designated leadership positions and accomplish the following: 1) Plan for the road march. 2) Write and issue an operations order. 3) Conduct the foot march in accordance with FM 21-18 and the commander's guidance. 4) Complete the foot march in 1 hour, 45 minutes (+/- 5 minutes).
 - (2) The twelve (12) mile foot march.
 - (a) Task: Plan and conduct a 12-mile tactical foot march.
 - (b) Conditions: Given commander's guidance, FM 7-8, FM 21-18, the candidate chain of command, a squad/platoon/company of candidates in the prescribed uniform, and a designated route of march.
 - (c) Standard: Candidates will participate in their designated leadership positions and accomplish the following: 1) Plan for the road march. 2) Write and issue an operations order. 3) Conduct the foot march in accordance with FM 21-18 and the commander's guidance. 4) Complete the foot march in 4 hours, 10 minutes (+/- 5 minutes).
- (3) Time Standards. The standard is 17:30 minutes (+ or - 30 seconds) per mile. The total time limit for each foot march is:
- (a) Five-Mile Foot March - 1 hour and 45 minutes or less
 - (b) Twelve-Mile Foot March – 4 hours and 10 minutes or less
- (2) March/Rest Cycle. IAW FM 21-18 the march / rest cycle will be:
- 45 minute march /15 minute rest for first hour.
 - 50 minute march / 10 minute rest for each additional hour.
 - 45 minute march /15 minute rest with change of socks at midway point (i.e. third hour during 12-mile march).
- (4) Uniform. The OC uniform for foot marches is BDU with boots (broken in), PASGT helmet (Kevlar), LBE/LBV, weapon, 2-quart canteen or Camelback, and rucksack. All personnel must secure the helmet chin strap with black or olive drab tactical tape (100 mph tape), and all excess rucksack straps must be neatly rolled and secured. The OCS Company Commander may modify this uniform in heat category IV or V conditions.
- (5) Packing List. See Appendix G. *The candidate's rucksack must weigh between 35 and 40 pounds upon completion of the march (it may weigh more prior to starting to allow for carry of water).*

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e. **Combat Water Survival Test (CWST).** The CWST consists of three events designed to help the candidates overcome their fear of water (a BOLC objective): the 15 meter swim in full combat gear, the underwater equipment removal, and the 3-meter blindfolded drop. Candidates learn to master their panic and control their body when placed in challenging, unfamiliar situations. A thorough risk assessment and highly trained safety swimmers/water safety instructors are essential when conducting this event.

(1) Terminal Learning Objective.

(a) Action. Conduct the Combat Water Survival Test.

(b) Conditions. Given one OCS Platoon, designated cadre, pool with 3-meter board, equipment, and proper safety measures.

(c) Standards. All candidates will attempt each of the three CWST events in the following sequence: 15-meter swim, equipment removal, and 3-meter drop. Candidates will not show signs of fear.

(d) Enabling Learning Objective A (15-Meter Swim).

- Action. 15-Meter Swim.

- Conditions. OC carries an M-16 training aid with dummy cord and wears the USAIS waterborne uniform: unbloused BDU trousers (rolled twice), BDU top (with sleeves rolled twice and top front button fastened), an unbuckled LBE/LBV consisting of web belt, suspenders/vest, two full canteens, and two ammo pouches.

- Standard. Successfully swim 15 meters with weapon and equipment. If OC shows signs of panic or an inability to complete the distance, the scorer will pull the OC to the side of the pool using the Shepherd's crook.

(e) Enabling Learning Objective B (Equipment Removal).

- Action. Equipment Removal.

- Conditions. OC carries an M-16 training aid with dummy cord and wears the USAIS waterborne uniform: unbloused BDU trousers (rolled twice), BDU top (with sleeves rolled twice and top button fastened), an unbuckled LBE/LBV consisting of web belt, suspenders/vest, two full canteens, and two ammo pouches.

- Standard. OC must submerge to the bottom of the pool and remove weapon and LBE/LBV. OC then surfaces and swims to the side of the pool using any stroke. If OC shows signs of panic or an inability to complete the event, the scorer will pull the OC to the side of the pool using the Shepherd's crook.

(f) Enabling Learning Objective C (3-Meter Drop).

- Action. 3-Meter Drop.

- Conditions. OC carries an M-16 training aid with dummy cord and wears the USAIS waterborne uniform: unbloused BDU trousers (rolled twice), BDU top (with sleeves rolled twice and top button fastened), an unbuckled LBE/LBV consisting of web belt, suspenders/vest, two full canteens, and two ammo pouches.

- Standard. OC must leave the diving board blindfolded and submerge to the bottom of the pool. OC then surfaces and swims to the side of the pool using any stroke. If OC shows signs of panic or an inability to complete the event, the scorer will pull the OC to the side of the pool using the Shepherd's crook.

f. **Confidence Obstacle Course.** The confidence obstacle course has high, difficult obstacles. It gives candidates confidence in their mental and physical abilities, cultivates their spirit of daring, as well as helps them overcome their fear of heights and danger (one of the objectives of the BOLC program). Candidates must make an honest attempt to negotiate each obstacle, but are not required to complete each one. The TAC staff makes the determination as to whether a candidate's attempt at an obstacle is genuine or not. Further discussion of the confidence obstacle course is found in FM 21-20, Chapter 8.

(1) Conditioning Obstacle Course. The conditioning obstacle course may be conducted in addition to, or as a substitute for the confidence obstacle course. The conditioning obstacle course has

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low obstacles that a candidate must negotiate quickly. Running the course can be a test of the candidates' basic motor skills and physical conditioning. After the candidates have received instruction and practice the skills needed to negotiate the obstacle course, they run the course against time (teach then test).

(2) The Leadership Reaction Course (LRC) or Field Leader's Reaction Course (FLRC). The LRC/FLRC evaluates candidates' leadership skills and problem analysis skills. This event serves as a team-building exercise.

g. **Formation Run Standards.** Company formation runs will vary in distance from 2 to 5 miles. The standard is 9:00 minutes (+ or - 15 seconds) per mile. Candidates who fall behind the formation more than 10 meters will be considered fall-outs.

h. **APFT.** Candidates will take one record physical fitness test prior to Phase I and one prior to Phase III. The commander may schedule diagnostic APFTs at any time. Eligible candidates will be authorized to wear the Excellence in Physical Fitness patch on the PT uniform (See Appendix C).

i. **Profiles.** Candidates with medical profiles (temporary) attend scheduled physical training periods and participate within the limits of their profiles. Candidates who are unable to participate in the field leadership exercises, or confidence and obstacle courses will be evaluated for continuance in the program without regard to cumulative days of profile or hospitalization.

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Appendix A

ROOM DISPLAY

A-1. General.

a. Room displays promote self-discipline and attention to detail. Display items are intended for everyday use (i.e. toothbrush, tooth paste, foot wear, etc.): Displays will not be static. The room will be inspection ready at all times. You are not authorized to place any items on the walls, wall locker and desks except those items identified in this SOP. Coordinate with supply to replace burned out light bulbs and to submit work orders on broken equipment.

b. Extra clothing. Store civilian clothing, equipment and extra uniform items IAW local SOP.

c. Do not remove furniture from other rooms to make up shortages in your room. Notify your TAC if your room is missing furniture.

A-2. Displays. See your company SOP for room display specifications.

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Appendix B

INSPECTIONS

If you can't get them to salute when they should salute and wear the clothes you tell them to wear, how are you going to get them to die for their country?

- General George S. Patton Jr.

B-1. **General.** TACs inspect candidates, rooms, and common areas daily. The TACs check for serviceability, adherence to the SOP, cleanliness, and required knowledge. During the cycle there are three formal inspections, one each conducted by the Senior TAC, Company Commander, and Battalion Commander (or RTI commander if no battalion commander is available).

B-2. **In-Ranks Inspection.** An in-ranks inspection, in accordance with FM 22-5, is conducted daily, normally at the beginning of each day. Particular attention is given to the condition of the candidate's military bearing, personal appearance, required knowledge and preparedness for the scheduled training events.

B-3. **Common Areas.** Each platoon may be responsible for one or more common areas. TACs conduct daily and random inspections of common areas. The company and platoon chain of command is responsible for ensuring the common areas are cleaned.

B-4. **Candidate Rooms.** TACs conduct daily and random inspections of candidate rooms/living areas. Particular attention is given to all display items and the overall appearance of the room/living area. If an area or room is deemed grossly unprepared for inspection the candidate will receive a Class III delinquency.

B-5. **Formal Inspections.**

a. Senior TAC Inspection. This inspection is the first complete introduction in the maintenance and standards of OCS as prescribed in the SOP; it occurs during Phase I.

b. Company Commander's Inspection. This inspection is normally conducted early in Phase II, once the student class has entered intermediate status. The commander inspects the entire billets to include all personal equipment. The candidate chain of command is held responsible for the preparation. The Company Commander, 1SG, and Senior TAC conduct the inspection.

c. Battalion Commander's Inspection. This inspection is the "gateway" to senior phase. This inspection is conducted at the discretion of the Company Commander and Battalion Commander (or RTI Commander if no battalion commander is available) when they deem the Officer Candidates ready to progress to senior status. The entire billets are inspected to include all personal equipment. It is a rigorous and demanding stand-by inspection. It focuses on the capabilities of the candidate chain of command to effectively plan, prepare and execute the inspection. The Battalion Commander and members of his/her staff conduct the inspection.

d. Requirements.

(1) Formal inspections are whole-person evaluations. Candidates must apply every skill and trait developed and evaluated during prior training.

(2) Uniform.

(a) Platoon TAC Inspection. Basic Officer Candidate duty uniform.

(b) Company Commander Inspection. Intermediate Officer Candidate duty uniform.

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(c) Battalion Commander Inspection (Traditional Program). Senior Officer Candidate Class A uniform with piping and gaining unit shoulder patch.

(d) Battalion Commander Inspection (Accelerated Program). Senior Officer Candidate duty uniform. Candidates in the accelerated program are responsible for ensuring that, upon commissioning, their Class A uniforms are ready for wear.

(3) Room Layout. The room is prepared in accordance with the local SOP.

(4) TA-50 Layout, see figure B-1. Candidates layout their TA-50 on their bed for the Company and Battalion Commander's inspection. All equipment is spotless and serviceable. Equipment that is not being displayed because of loss or turned in to supply will have a missing item card (Appendix D). Lay the equipment out from left to right as viewed when standing in front of the bed. The equipment is displayed as follows:

(a) Pillow and Linens. Fold all linens to the size of the pillow and stack at the head of the bed, pillow on top.

(b) Shelter Half. Drape the shelter half over the mattress. The U.S. (outside) is facing out and neatly folded under all excess. The shelter half should cover the entire mattress and present a wrinkle free appearance.

(c) Rucksack. Placed in the center, left most edge of the shelter half. The rucksack is attached to the frame. All snaps are fastened and straps tightened. Place excess front straps under the top flap.

(d) Kevlar Helmet. Placed six inches to the right of the rucksack. The front of the helmet faces out. The chin snap is fastened. (Disregard if worn for Senior TAC Inspection)

(e) Shelter Half Rope. Coiled counter-clockwise and placed on center below the helmet.

(f) Tent Pins. Placed below the shelter half rope. Lay each pin right next to each other. The pins are placed so the top is towards the helmet.

(g) Tent Stakes. Stacked one on top of the other and placed to the right of the tent pins.

(h) Pistol Belt. Placed, elongated, in the center of the shelter half. (Disregard if worn for Senior TAC Inspection)

(i) Canteen Covers & Ammunition Pouches. Placed above the pistol belt and evenly spaced. The bottom of all equipment is parallel with the top of the pistol belt. The order of placement is canteen cover, two ammunition pouches and canteen cover. (Disregard if worn for Senior TAC Inspection)

(j) The following equipment is placed below the pistol belt, from left to right. The angle head flashlight, first aid packet, canteen cup, compass case, and the lensatic compass (opened). All equipment is evenly spaced and parallel with the edge of the bed. (Disregard if worn for Senior TAC Inspection)

(k) Entrenching Tool and Case. Place the entrenching tool case above the line formed by the pistol belt. The snaps are fastened. Place the entrenching tool below the case and below the line formed by the pistol belt. The entrenching tool is closed and the handle is facing up.

(l) Wet Weather Top. Place the wet weather top to the right of the entrenching tool. The top is folded in a 12-inch square and the zipper is facing up.

(m) Sleeping Mat. Placed center on the right hand edge of the shelter half. The sleeping mat is rolled and the straps are tied. Candidates stencil their last name on an 8-inch piece of white tape and place it centered on the sleeping mat.

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(n) Canteens. Place the canteens in the lower right hand corner of the shelter half. The canteens are empty and the caps unscrewed. (Disregard if worn for Senior TAC Inspection)

(o) Sleeping Bag. Place mummy bags lengthwise above all equipment, with zipper zipped, snaps fastened and the tie straps tucked under the bag. Place modular sleep system bags, fully assembled (patrol and intermediate bags inside bivy), lengthwise above all equipment, with zipper zipped and snaps fastened (Place the stuff sack, folded to 12" x 12", under the wet weather top). The opening of the sleeping bag is above the rucksack.

(p) Suspenders. Placed centered on top of the sleeping bag.

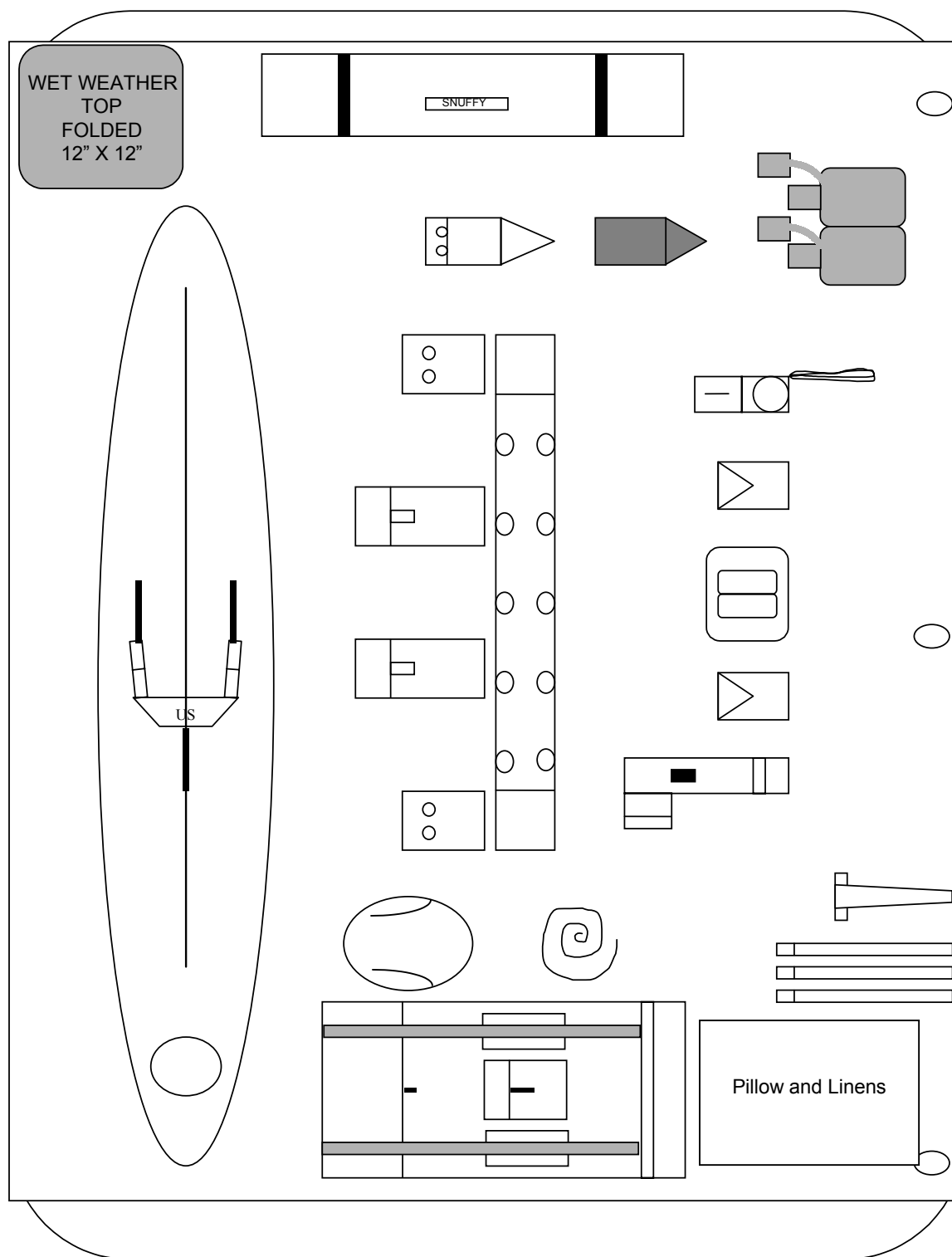
(q) All snaps, clips, zippers, and buttons will be fastened as worn. All straps are fastened and the excess secured with either retaining bands or black electrical tape unless stated otherwise. All metal is blackened with M-Nu™.

(5) Candidates are standing next to their rooms, bunks, or other designated location at parade rest five minutes prior to the inspection.

(a) Platoon TAC Inspection. The platoon leader is standing by the floor entrance. When the TAC enters the platoon leader calls the platoon to attention and reports to the TAC.

(b) Company and Battalion Commander Inspection. The candidate company commander (or platoon leader in low-density programs) calls the company (platoon) to attention and reports to the cadre commander.

(6) The candidate leader will lead the inspector on the inspection. He will have a recorder follow the inspectors to record all deficiencies.



Appendix C

UNIFORMS AND INSIGNIA

Half of being an officer is looking like an officer.

- General George S. Patton, Jr.

C-1. General

a. A candidate's appearance makes a statement about the individual's personal organization, pride, and attention to detail. Candidates will maintain the highest standards of appearance through proper wear and care of their uniforms.

b. Candidates wear their uniforms as prescribed in AR 670-1, except as noted in this appendix.

C-2. Insignia for the Battle Dress Uniform (BDU).

a. BDU Patrol Cap: Place the subdued OCS insignia one (1) inch above the bill of the utility cap, centered on the seam (see figure C-1). Candidates who are in casual duty or recycle status place the non-subdued OCS insignia on their headgear.

b. Collar:

(1) Candidates who are not serving in a leadership position will center the subdued OCS insignia on both sides of the BDU coat collar. Place the insignia one (1) inch up from and perpendicular to the lower edge of the collar, with the periods of the insignia on the outside (see figure C-2).

(2) Candidates who are serving in an NCO leadership position wear the appropriate non-subdued NCO rank on the right BDU coat collar (see figure C-4). The non-subdued insignia is worn centered on the right collar with the centerline of the insignia bisecting the point of the collar and the bottom of the insignia. Position the insignia one (1) inch up from the collar point IAW standards for wear of enlisted collar insignia in AR 670-1. The subdued OCS insignia is worn on the left collar.

(3) Candidates who are serving in officer leadership positions center the non-subdued rank insignia one (1) inch up and perpendicular to the lower edge of the right BDU collar (see figure C-4). The subdued OCS insignia is centered one (1) inch up and perpendicular to the lower edge of the left BDU collar (see figure C-3).

c. Recycled candidates or candidates in holdover status wear the non-subdued OCS insignia on both collars.

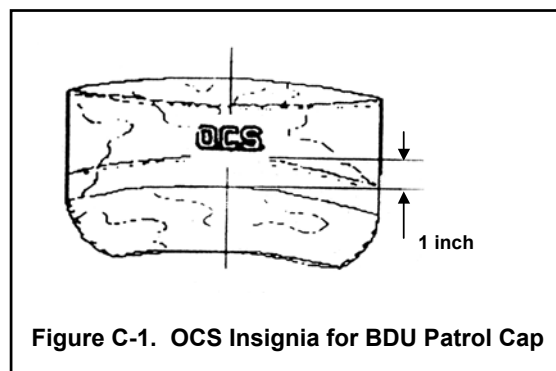


Figure C-1. OCS Insignia for BDU Patrol Cap

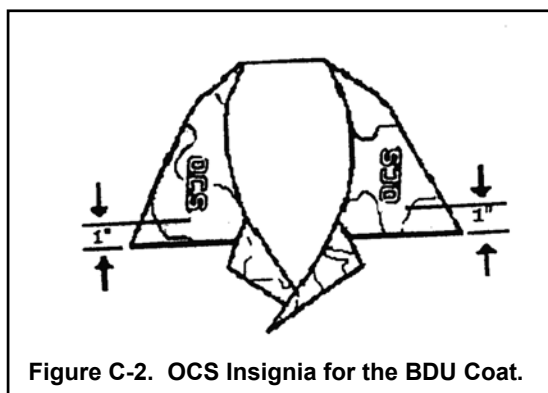


Figure C-2. OCS Insignia for the BDU Coat.

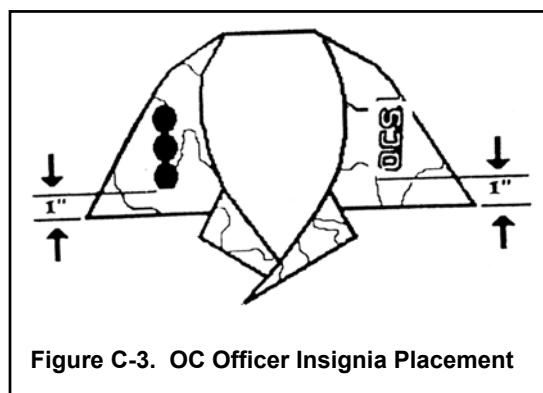


Figure C-3. OC Officer Insignia Placement

C-3. Duty Uniform by Status.

a. Basic Status Duty Uniform: The Basic Officer Candidate (BOC) duty uniform consists of the BDU coat and trousers, undergarments, brown undershirt, black or olive drab socks, black web belt with black tip, black open-faced buckle, black leather combat boots, LBE/LBV, and standard PASGT (Kevlar) helmet worn without the camouflage cover or elastic retaining band.

(1) Officer candidates **do not** roll up the sleeves of the BDU.

(2) OCs will sew *only* the following items on their BDUs:

(a) Name tape, embroidered.

(b) US Army tape, embroidered.

(3) Subdued OCS insignia (sew-on insignia is unauthorized).

(4) Candidates are authorized the wear of black hot-weather (jungle) boots at the commander's discretion. Candidates must maintain both sets of initial issue black leather combat boots for inspection. All other boots are unauthorized (i.e. High-Techs™ or Tanker boots); however, issue boots with new soles (such as Vibram™ or "ripple" soles) are authorized.

(5) Candidates wear their identification tags around the neck at all times.

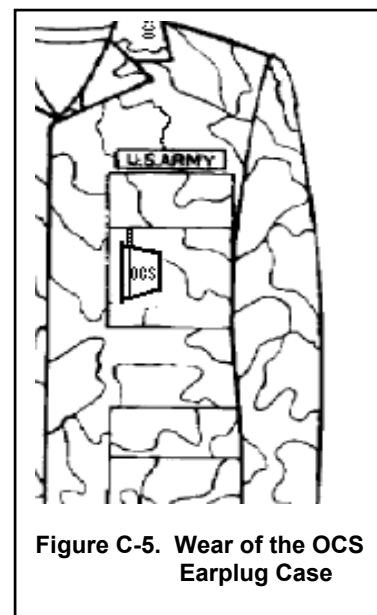
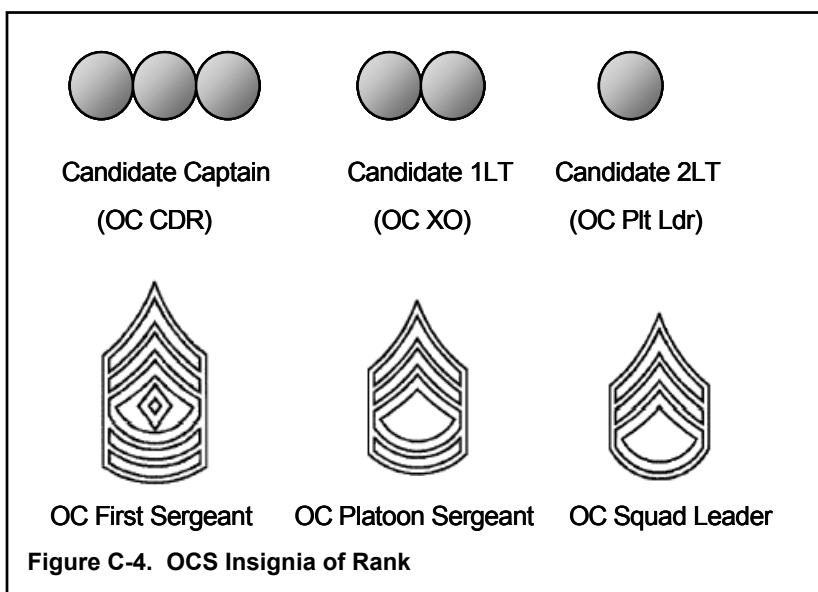
(6) Candidates carry their military identification cards in the right breast pocket at all times.

(7) Candidates wear the standard Army earplug case so that it hangs from the inner button of the left breast pocket of the BDU coat (see figure C-5). Candidates place a subdued OCS insignia on the case so that the OCS is right side up when the earplug case is worn as prescribed (see figure C-5 and C-6).

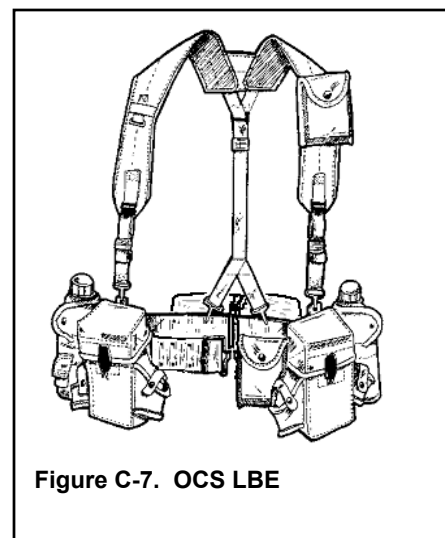
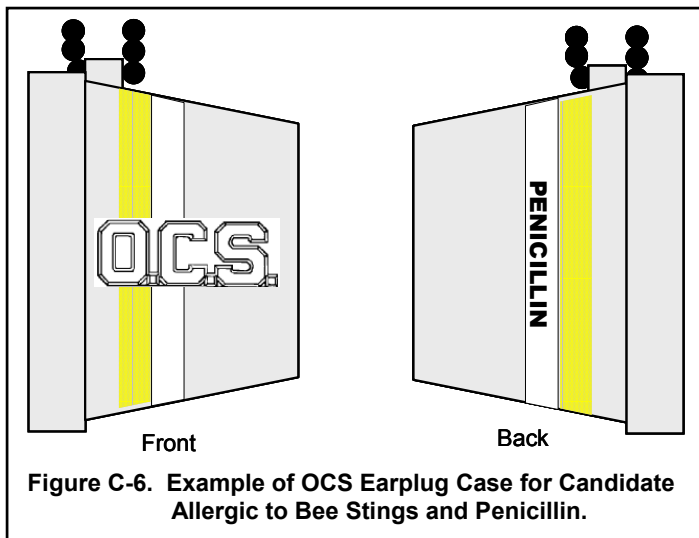
(a) The lid of the earplug case will face to the wearer's right (towards the middle of the body).

(b) Candidates place 0.25" colored vinyl tape (provided by the OCS company/RTI) around the body of the case to indicate any allergies or medical conditions they have according to the following color scheme:

NOTE: Officer candidates will not wear a unit shoulder patch, combat patch, or skill badges on their BDUs until attaining Senior Status.



- **RED:** Prior heat casualty.
 - **BLUE:** Prior cold weather casualty.
 - **YELLOW:** Bee sting allergy.
 - **WHITE:** Other condition/allergy. Candidates write the nature of the condition/allergy on the white tape with a fine-point, permanent marker.
- b. Intermediate Status Duty Uniform: The Intermediate Officer Candidate (IOC) duty uniform consists of the BDU coat and trousers, pistol belt with canteen and canteen cover on the right hip, woodland camouflage patrol cap, and blue OCS ascot. The BDU uniform is worn in the same manner as the Basic Status Uniform.
- (1) The blue ascot is an issue item from the OCS company/RTI. Supply sergeants may order the ascot under NSN 8455-00-916-8398.
- (2) The ascot is worn with the crease centered and the ascot falling smoothly from the neck and tucked into the BDU coat. Candidates fold the neckband over twice before fastening the snaps or Velcro™ in order to present a neat appearance.
- c. Senior Status Duty Uniform: The Senior Officer Candidate (SOC) duty uniform consists of the BDU coat and trousers, pistol belt, and white OCS ascot.
- (1) Wear the BDU as per Intermediate Status. The candidate's gaining unit patch may be worn on the left sleeve (accelerated candidates continue to wear "stripped" BDUs). If the candidate's gaining unit is unknown, the candidate wears the ARNG "Minuteman" patch.
- (2) Wear the stripped pistol belt directly above the bottom pockets of the BDU jacket. Blouse the jacket neatly to the rear.
- (3) The white OCS ascot.
- (a) The white ascot is produced by Ira Green, Inc. (UPC# 05383206475). Candidates may be issued the ascot by their OCS companies, or may be required to purchase them from AAFES or other vendors (such as Ranger Joe's).
- (b) Wear the white ascot with the crease centered and the ascot falling smoothly from the neck and tucked inside the BDU jacket. Do not crease the OCS patch on the ascot. Candidates fold the neckband over twice before fastening the snaps or Velcro™ in order to present a neat appearance.



C-4. Load Bearing Equipment/Tactical Load Bearing Vest (LBE/LBV). The LBE/LBV is part of the Basic Status Officer Candidate Uniform and is worn by all OCs during Intermediate/Senior status while participating in FLX II and III. Candidates blacken all exposed metal with M-Nu™ or a permanent black magic marker, and secure all clasps with black electrical tape (see figure C-7).

a. **Pistol Belt:** Candidates adjust the pistol belt to fit around the waist (belt line), resting on the hips. The belt must be buckled and the fit adjusted so that the LBE/LBV does not shift around when the candidate double-times.

b. **Suspenders/Vest:** Candidates size the suspenders/vest so that the yoke fits at the collar line and the suspenders/vest supports the weight of the load on the pistol belt. The front straps of the suspenders are attached to the ammo pouches. Candidates align the straps so that they run straight up and down the body. Candidates roll excess straps/adjusting cord toward the adjustment buckle in one (1) inch rolls and secure them with black electrical tape.

c. **Wet Weather Parka:** Candidates center the parka, when carried, on the back of the LBE/LBV. Candidates fold the parka six (6) inches by seven (7) inches and secure the parka to the pistol belt with a black bootlace, wrapping the bootlace three times around the parka/pistol belt without crossing the lace and tied in a square knot with the knot on top of the parka, centered on the seam where the parka meets the pistol belt. Candidates tuck excess bootlace material between the parka and the pistol belt (see figure C-7).

d. **Canteens:** Candidates position the canteens over the hips (or touching the parka when it is carried). Candidates keep the canteens full when the LBE/LBV is worn, but canteens must be empty and dry when not worn. Candidates carry the canteen cup inside the right canteen cover.

e. **First Aid Pouch:** Candidates wear the first aid pouch on the left side of the suspenders/vest with the opening facing up. The pouch is secured to the suspenders/vest with green fabric tape (100 mph tape).

f. **Ammo Pouches:** The ammo pouches are worn with the LBE. Candidates issued the LBV do not wear ammo pouches. The ammo pouches are placed on the pistol belt on the left and right side of the buckle so as not to interfere with movement when in the prone or while low-crawling. While in garrison, candidates maintain the following items in the right ammo pouch (or right outer magazine pocket on the LBV):

- One black permanent magic marker or bottle of M-Nu™
- One roll of black electrical tape

While in garrison, candidates place *only* their bee sting kit or prescribed medications in the left ammo pouch (or left outer magazine pocket on the LBV).

g. **During field training,** candidates carry three magazines in each ammo pouch (LBE) and magazine pocket (LBV). Place the open end of the magazine down with the tips of the rounds pointing away from the body. Candidates carry their bee sting kits/prescribed medication in the right cargo pocket of the BDU trousers.

h. **Lensatic Compass:** When worn, candidates attach the lensatic compass on the front left side of the pistol belt close to the buckle. Place the compass in the case with the flat edge of the compass to the left and the extra security cord wrapped around the flat edge. Tie the cord to the metal fastener on the compass with a girth hitch and secure the opposite end of the security cord to the pistol belt with a girth hitch.

i. **Flashlight:** When worn, candidates place the flashlight on the right shoulder of the suspenders/vest. Place the clip of the flashlight through the nylon webbing on the suspender/vest and secure the flashlight with a blousing rubber. Tie the blousing rubber onto the suspender with a square knot positioned approximately halfway between where the flashlight switch and base will meet the suspender/vest. Wrap the ends of the blousing rubber around the barrel of the flashlight and hook the ends together behind the flashlight, between the barrel of the flashlight and the

suspender/vest. Insert the red lens in the flashlight; wrap all parts of the flashlight that can be unscrewed with black electrical tape.

C-5. OCS Helmet.

- a. The stripped PASGT (Kevlar) helmet is the prescribed headgear for the Basic Status Uniform.
- b. Adjust the webbing and sweatband to allow the helmet to sit level on the head with a two-finger clearance off the bridge of the nose.
- c. The chinstrap must be securely fastened whenever the helmet is worn with the loose ends of the strap secured near the adjustment buckle with black or green tape (see figure C-8).



C-6. Insignia for the Class A Uniform. All candidates wear non-subdued OCS insignia on both sides of the jacket collar. Male candidates wear the insignia one (1) inch above the notch of both collars with the center line of the insignia bisecting the notch and parallel to the inside edge of the lapel. Female candidates wear the insignia centered on the collar and five-eighths (5/8) of an inch up from the collar and lapel seam with the center line of the insignia parallel to the inside of the lapel (see figure C-9).

C-7. Class A Uniform by Status.

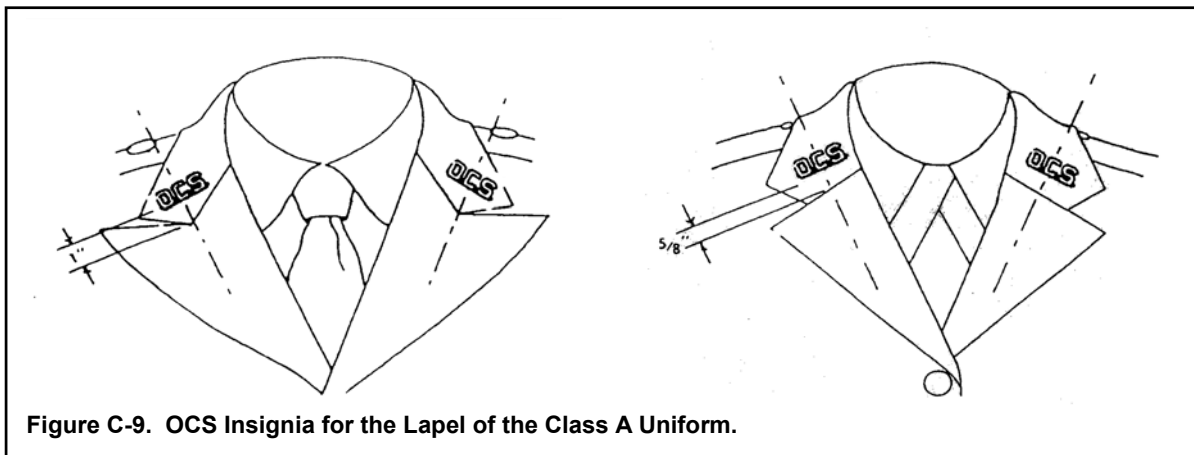
a. BOC Class A Uniform:

(1) Male. The male BOC Class A uniform consists of the Army green coat and trousers (without black officer stripes or piping), green long sleeved shirt, white undershirt, undergarments, black socks, black low-quarter shoes, black four-in-hand tie, Army PASGT (Kevlar) helmet, and black web belt with brass tip and buckle. Warrant officers participating in OCS may retain the black officer stripes and piping on their Class A uniform.

(a) Place a nameplate on the right breast pocket of *both* the Class A coat and the long sleeved shirt IAW AR 670-1. No other decorations, service medals, badges, unit awards, or appurtenances are authorized.

(b) Wear the non-subdued OCS insignia on both collars of the long sleeved green shirt, one (1) inch above the lower edge of the collar with the centerline of the insignia parallel to the lower edge of the collar (see figure C-13).

(2) Female. The female BOC Class A uniform consists of the Army green coat and



slacks (without black officer stripes and piping), green long-sleeved shirt, undergarments, black socks, black low-quarter shoes, black neck tab, Army PASGT (Kevlar) helmet, and black web belt with brass tip and buckle. The green skirt, black pumps, and nylon stockings are not authorized until senior status. Warrant officers participating in OCS may retain the black officer stripes and piping on their Class A uniform.

(a) Place a nameplate on the right breast pocket of *both* the Class A coat and the long sleeved shirt IAW AR 670-1. No other decorations, service medals, badges, unit awards, or appurtenances are authorized.

(b) Wear the non-subdued OCS insignia on both collars of the long sleeved green shirt, one (1) inch above the lower edge of the collar with the centerline of the insignia parallel to the lower edge of the collar (see figure C-13).

(3) Candidates wear their identification tags around the neck at all times.

(4) Candidates carry their military identification card at all times.

b. IOC Class A Uniform:

(1) Male. The male IOC uniform is the same as the BOC uniform except that the blue OCS ascot is worn around the neck and under the coat; OCs do not wear awards, decorations, or skill badges/tabs until they attain senior status (see figure C-10). OCs wear the enlisted garrison cap instead of the Kevlar helmet (see figure C-12).

(2) Female. The female IOC uniform is the same as the BOC uniform except that the blue OCS ascot is worn around the neck and under the coat; OCs do not wear awards, decorations, or skill badges/tabs until they attain senior status (see figure C-10). OCs wear the enlisted garrison cap instead of the Kevlar helmet (see figure C-12).

(3) Candidates will have the black officer stripes and piping sewn on their Class A coat and pants/slacks upon obtaining Intermediate Status.

c. SOC Class A Uniform:

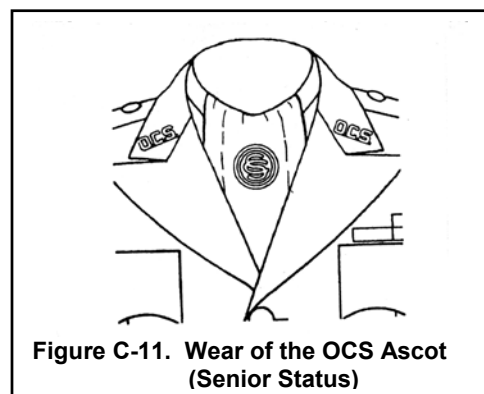
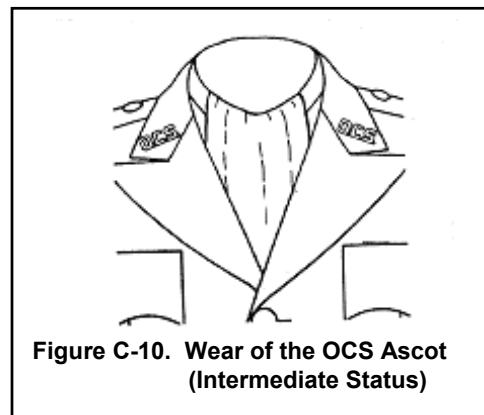
(1) Male. The male SOC Class A uniform is the same as the IOC uniform with the following exceptions:

(a) Wear the Class A coat with all authorized awards and decorations as well as the candidate's gaining unit patch on the left sleeve (OCs who do not know their gaining unit wear the ARNG "Minuteman" patch).

(b) Wear the white OCS ascot under the Class A coat instead of the blue ascot (see figure C-11).

(2) Female. The female SOC Class A uniform is the same as the IOC uniform with the following exceptions:

(a) Wear the Class A coat with all authorized awards and decorations as well as the candidate's gaining unit patch on the left sleeve (OCs who do not know their gaining unit wear the ARNG "Minuteman" patch).



(b) Wear the white OCS ascot under the Class A coat instead of the blue ascot (see figure C-11).

(c) Skirts may be worn at the discretion of the company commander. Wear sheer nylon stockings and pumps with the skirt.

(d) Pumps and sheer nylon stockings may be worn with slacks at the discretion of the company commander.

(3) Upon completion of branching ceremonies, candidates wear their respective officer branch insignia IAW AR 670-1. After graduation from OCS, candidates wear the officer's garrison cap with OCS insignia until commissioning (see figure C-12); after commissioning, new lieutenants wear the officer's garrison cap IAW AR 670-1 until completion of BOLC when they are authorized to wear the black beret.

C-8. Class B Uniform by Status.

a. BOC Class B Uniform.

(1) Male. The male BOC Class B uniform consists of the Army green trousers (without black officer stripes), the green short-sleeved shirt, undergarments, white undershirt, black socks, black low quarter shoes, black four-in-hand tie, Army PAGST (Kevlar) helmet, and black web belt with brass tip and buckle. Warrant officers participating in OCS may retain the black officer stripes and piping on their Class B uniform.

(a) Wear the green short-sleeved shirt with a nameplate on the right pocket IAW AR 670-1.

(b) Wear the non-subdued OCS insignia on both collars of the green short-sleeved shirt one (1) inch above the lower edge of the collar with the centerline of the insignia parallel to the lower edge of the collar (see figure C-13).

(2) Female. The female BOC Class B uniform consists of the Army green slacks (without black officer stripes), the green short-sleeved shirt, undergarments, black socks, black low quarter shoes, black neck tab, Army PAGST (Kevlar) helmet, and black web belt with brass tip and buckle. Warrant officers participating in OCS may retain the black officer stripes and piping on their Class B uniform.

(a) Wear the green short-sleeved shirt with a nameplate on the right pocket IAW AR 670-1.

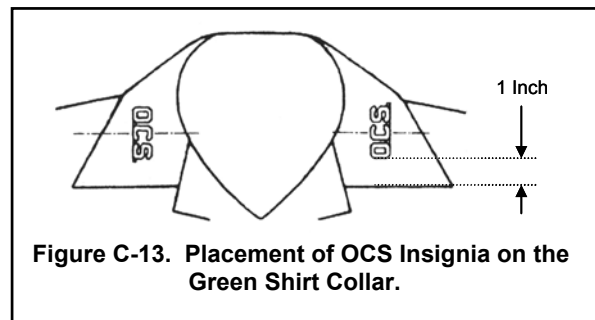
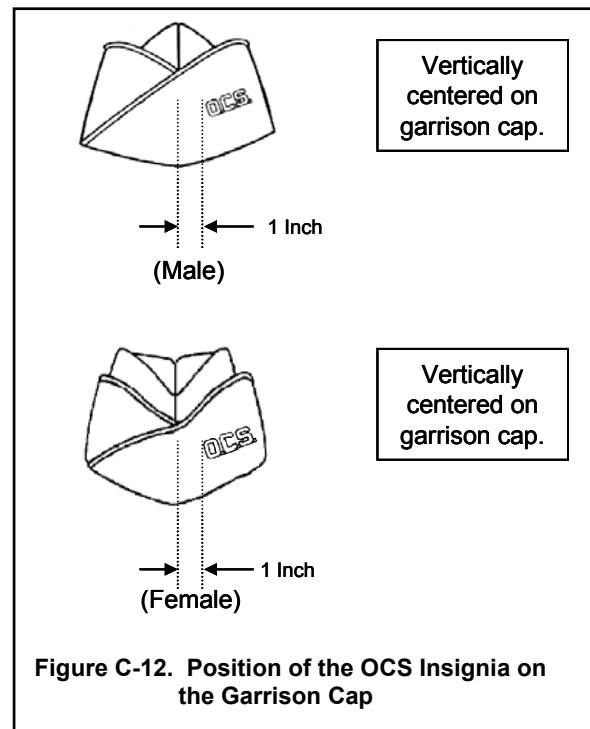
(b) Wear the non-subdued OCS insignia on both collars of the green short-sleeved shirt one (1) inch above the lower edge of the collar with the centerline of the insignia parallel to the lower edge of the collar (see figure C-13).

(3) Candidates wear their identification tags around the neck at all times.

(4) Candidates carry their military identification card at all times.

b. IOC Class B Uniform.

(1) Male. The male IOC Class B uniform is the same as the BOC uniform except



candidates wear the blue OCS ascot and enlisted garrison cap (see figure C-12).

(2) Female. The female IOC Class B uniform is the same as the BOC uniform except candidates wear the blue OCS ascot and the enlisted garrison cap (see figure C-12).

(3) Candidates will have the black officer braids sewn on their trousers/slacks upon obtaining intermediate status.

c. SOC Class B Uniform.

(1) Male. The male SOC Class B uniform is the same as the IOC uniform with the following exceptions:

(a) Wear the green short-sleeved shirt with all authorized awards and decorations.

(b) Wear the white OCS ascot instead of the blue ascot.

(c) The black four-in-hand tie may be omitted at the commander's discretion.

(2) Female. The female SOC Class B uniform is the same as the IOC uniform with the following exceptions:

(a) Wear the green short-sleeved shirt with all authorized awards and decorations.

(b) Wear the white OCS ascot instead of the blue ascot.

(c) The black neck tab may be omitted at the commander's discretion.

(d) Skirts may be worn at the commander's discretion. Wear sheer nylon stockings and black pumps with the skirt.

(e) Pumps and sheer nylon stockings may be worn with slacks at the discretion of the company commander.

(f) The company commander determines if the shirt will be worn tucked in or out.

(3) After graduation from OCS, candidates wear the officer's garrison cap with OCS insignia until commissioning (see figure C-12); after commissioning, new lieutenants wear the officer's garrison cap IAW AR 670-1 until completion of BOLC when they are authorized to wear the black beret.

C-9. Physical Training Uniform. On 1 October 2005, the Improved Physical Fitness Uniform (IPFU) will be the only authorized physical fitness uniform.

a. Improved Physical Fitness Uniform by season.

(1) Summer PT Uniform. The summer PT uniform is the short-sleeved gray t-shirt tucked into the black shorts, undergarments, white socks, identification tags and athletic shoes.

(2) Fall PT Uniform. The fall PT uniform is the summer PT uniform with the addition of the gray IPFU shell.

(3) Winter PT Uniform. The winter PT uniform is the fall PT uniform with the addition of the black IPFU outer shell pants.

(4) The gray long-sleeved t-shirt may be worn in any season at the company commander's discretion.

b. Army Gray Physical Fitness Uniform (PFU) by season.

(1) Summer PT Uniform. The summer PT uniform is the short sleeved gray t-shirt tucked into the gray shorts, undergarments, white socks, identification tags and athletic shoes.

(2) Fall PT Uniform. The fall PT uniform is the summer PT uniform with the addition of the Army gray sweatshirt.

(3) Winter PT Uniform. The winter PT uniform is the fall PT uniform with the addition of the Army gray sweatpants.

c. The black watch cap, black gloves with green inserts (or the issue black poly-pro gloves) may be worn with the fall or winter uniform at the commander's discretion.

C-10. Miscellaneous.

a. Field Jacket. Depending on the time of year, the BDU field jacket may be worn as part of the duty or field uniform. When the field jacket is worn, it will carry the same items as the BDU coat. Wear black gloves when wearing the field jacket.

b. BDU Patrol Cap. Candidates in basic status carry the BDU patrol cap in the left cargo pocket of the BDU pants at all times. It may be worn on a mission-by-mission basis at the commander's discretion.

c. Field Uniform. The field uniform is BDUs with sleeves down and subdued OCS insignia. The LBE/LBV is worn and fastened. The stripped Kevlar helmet is worn unless otherwise directed. When the helmet is worn, snap the chinstrap so that it fits snugly on the chin. The free ends of the chinstrap are secured with black electrical tape (see figure C-8).

d. Candidates eliminated from the course wear their former rank on the uniform IAW AR 670-1.

e. Candidates with full time ARNG jobs (i.e. technician status or AGR) wear the OCS uniform for their appropriate status at their jobs. The candidate's immediate supervisor may modify the candidate's uniform if the wear of certain uniform items are determined to pose a hazard or prevent the candidate from performing his/her job. Under no circumstances will an officer candidate remove the OCS insignia or ascot (for IOC and SOC) from his/her uniform, nor will s/he wear the black beret.

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Appendix D

MISSING ITEM CARDS

D-1. **Missing Item Card.** Candidates fill out a missing item card for each required item that is missing from a display.

a. The card is a 3 inch by 5 inch index card that is filled out in the following manner, see figure D-1:

(1) Print all information on the missing item card using a ballpoint pen with black ink only. Center and capitalize all data on the card.

(2) Write the item missing across the top of the red line, two lines down write the reason why the item is missing (i.e., "PLACED IN CLEANERS", etc.) and two lines below that the date the card was filled out.

b. The candidate places the card in place of the missing item. Tape the card to a hanger if the missing item is something that goes on a hanger (tape will be the length of the card, 5", and will fold lengthwise over the hanger to the backside of the card). As a rule, the item should not be missing for more than a week. Candidates will have every item listed in the OCS Packing List prior to the start of training. Exceptions will be made on a case by case basis. In the event that an item on the OCS Packing List is out of stock annotate it on a card and inform your TAC.

ONE SET OF BDUS
PLACED IN CLEANERS
31 FEBRUARY 2004

Figure D-1. Missing Item Card.

D-2. **Additional Card Formats.** See Local SOP.

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Appendix E

REQUIRED KNOWLEDGE

Education is light, lack of it is darkness.

-Russian Proverb

E-1. **Requirements.** The following is the list of required knowledge. The TAC Staff will inform the officer candidates of the suspense by which they must be able to recite each item verbatim.

a. **Chain of Command.**

Permanent Chain of Command

Commander in Chief
Secretary of Defense
Secretary of the Army
Chairman, Joint Chiefs of Staff
Army Chief of Staff
Chief, NGB
State Adjutant General
State Assistant Adjutant General, Army
RTI Commander
Battalion Commander
Company Commander
First Sergeant
Senior TAC Officer
Platoon TAC Officer/NCO

Candidate Chain of Command

Candidate Company Commander
Candidate Executive Officer
Candidate First Sergeant
Candidate Platoon Leader
Candidate Platoon Sergeant
Candidate Squad Leader
Candidate Team Leader

b. **OCS Honor Code.**

An Officer Candidate will not lie, cheat, or steal, nor tolerate those who do.

c. **General Orders.**

1. I will guard everything within the limits of my post and quit my post only when properly relieved.
2. I will obey my special orders and perform all my duties in a military manner.
3. I will report violations of my special orders, emergencies and anything not covered in my instructions to the Commander of the Relief.

d. Army Values.

- (1) Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, and other soldiers.
- (2) Duty: Fulfill your obligations.
- (3) Respect: Treat people as they should be treated.
- (4) Selfless-Service: Put the welfare of the nation, the Army and your subordinates before your own.
- (5) Honor: Live up to all the Army values.
- (6) Integrity: Do what's right, legally and morally.
- (7) Personal Courage: Face fear, danger, or adversity (physical and moral).

e. The Troop Leading Procedures.

- (1) Receive the Mission
- (2) Issue the Warning Order
- (3) Make a Tentative Plan
- (4) Initiate Necessary Troop Movement
- (5) Conduct Reconnaissance
- (6) Complete the Plan
- (7) Issue the Complete Order
- (8) Supervise

f. The Estimate of the Situation.

- (1) Detailed mission analysis.
- (2) Situation and courses of action.
- (3) Analyze courses of action; wargame.
- (4) Compare courses of action.
- (5) Decision.

g. The Five-Paragraph Operation Order.

TASK ORGANIZATION

- (1) SITUATION
- (2) MISSION
- (3) EXECUTION
- (4) SERVICE SUPPORT
- (5) COMMAND AND SIGNAL

h. Code of Conduct.

I am an American fighting man. I serve in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

I will never surrender of my own free will. If in command I will never surrender my men while they still have the means to resist.

If I am captured I will continue to resist by all means available. I will make every effort to escape and will aid others to escape. I will accept neither parole nor special favors from the enemy.

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

When questioned, should I become a prisoner of war, I am required to give only my name, rank, service number, and date of birth. I will evade further questions to the best of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

I will never forget that I am an American fighting man, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

i. The Army Goes Rolling Along.

March along, sing our song
With the Army of the free.
Count the brave, count the true
Who have fought to victory.
We're the Army and proud of our name;
We're the Army and proudly proclaim:
First to fight for the right,
and to guard our nation's might,
and the Army goes rolling along.
Proud of all we have done,
fighting till the battle's won,
and the Army goes rolling along.

(Chorus)

Then it's Hi! Hi! Hey!
the Army's on it's way.
Count off the cadence loud and strong!
For where'er we go,
You will always know
that the Army goes rolling along.
Valley Forge, Custer's ranks,
San Juan Hill and Patton's tanks,
and the Army went rolling along.
Minute men from the start,
always fighting from the heart,
and the Army goes rolling along.

(Chorus)

Then it's Hi! Hi! Hey!
the Army's on it's way.
Count off the cadence loud and strong!
For where'er we go,
You will always know
that the Army goes rolling along.
Men in rags, men who froze,
still that Army met its foes,
and the Army went rolling along,
Faith in God, then we're right
and we'll fight with all our might
as the Army goes rolling along.

(Chorus)

Then it's Hi! Hi! Hey!
the Army's on it's way.
Count off the cadence loud and strong!
(two - three)
For where're we go, You will always know
that the Army goes rolling along.
Keep it rolling!
And the Army goes rolling along, along!

j. **Three Transmissions of a Call for Fire.**

(1) First transmission: Observer identification and warning order.

Example: **H24 THIS IS N59, ADJUST FIRE, OVER**

(2) Second transmission: Target location.

Example: **GRID CF123456, OVER**

(3) Third transmission: Target description, method of engagement method of fire and control.

Example: **TANK IN OPEN, ICM IN EFFECT, OVER**

k. **9-Line Medevac Request.**

Line 1: Location of pickup site.

Line 2: Frequency and call sign at pickup site.

Line 3: Number of patients by precedence (Urgent, Priority, Routine, Convenience).

Line 4: Special equipment required.

Line 5: Number of patients by type (# litter & # ambulatory).

Line 6: Type of wound, injury, illness.

Line 7: Method of marking pickup site.

Line 8: Patient nationality and status.

Line 9: Landing Zone description.

l. **Terrain Analysis (OACOK)**

Obstacles

Avenues of Approach

Cover and Concealment

Observation and Fields of Fire

Key Terrain

m. **METT-TC**

Mission

Enemy

Troops

Terrain

Time Available

Civilian Considerations

n. **Schofield's Definition of Discipline.**

The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and to give commands in such a manner and such a tone of voice as to inspire in the soldier no feeling, but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to obey. The one mode or the other of dealing with the subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself while he who feels and hence manifests disrespect towards others, especially his inferiors, cannot fail to inspire in them hatred for himself.

MG John M. Schofield

E-2. **History of OCS.** Officer candidates are not required to memorize this history, but they must be able to discuss it and relate its salient points.

The idea for the modern Officer Candidate School for Infantry was conceived in June 1938, when a plan for an officer-training program was submitted to the Chief of Infantry by Brigadier General L. Singleton, Commandant of the Infantry School, Fort Benning, Georgia. No action was taken until July 1940, when Brigadier General Courtney Hodges, Assistant Commandant of the Infantry School, submitted a revised plan. The new program went into effect in July 1941, as the Infantry, Field Artillery, and Coastal Artillery Officer Candidate Schools. Other branches later followed with their own Officers Candidate Schools. On September 27, 1941, the first Infantry OCS class graduated 171 second lieutenants out of the 204 men who started the 17-week course.

The man credited with establishing the format, discipline, and code of honor still used in OCS today was General Omar Bradley, then Commandant of the Infantry School. As the Commandant of the Infantry School, General Bradley emphasized rigorous training, strict discipline and efficient organization. These tenets remain the base values of today's Officer Candidate School.

Between July 1941 and May 1947, over 100,000 candidates were enrolled in 448 Infantry OCS classes, of these approximately 67 percent were commissioned. After World War II, Infantry OCS was transferred to Fort Riley, Kansas, as part of the Ground General School. All other Officer Candidate Schools were discontinued.

On November 1, 1947, the Infantry OCS program was discontinued. The final class graduated only 52 second lieutenants.

A shortage of officers during the Korean conflict caused Infantry OCS to reopen at Fort Benning on February 18, 1951. At this time, the course was lengthened from 17 to 22 weeks. The name was changed from The Infantry Officer Candidate School to the First Officer Candidate Battalion, Second Student Regiment. The strength of OCS increased rapidly. As one of eight branch programs, Infantry OCS included as many as 29 companies with a class graduating every week. During the Korean War, approximately 7,000 infantry officers graduated from OCS at Fort Benning.

On August 4, 1953, OCS was reduced from eight to three programs: Infantry, Artillery, and Engineer.

Shortly before the onset of the Vietnam Conflict OCS had been reduced to two programs, Infantry and Field Artillery. During the height of the Vietnam Conflict, Infantry OCS was one of five programs and produced 7,000 officers annually from five battalions at Fort Benning. Towards the end of the conflict OCS was reduced to two programs, Infantry and Female OCS. Infantry OCS was reduced to two battalions and presently maintains one battalion.

FINAL DRAFT

In April 1973, a Branch Immaterial Officer Candidate School was created to replace the branch specific courses and the length of the course was reduced to 14 weeks. OCS for female officer candidates remained at Fort McClellan, Alabama until December 1976, when it merged with the branch immaterial OCS program at Fort Benning, Georgia.

Today's officer candidates enter the school from throughout the force. OCS continues to provide commissioned officers to the total force for all sixteen basic branches of the Army.

On June 12, 1998 to further integrate the Army, the Army National Guard OCS Phase III candidates began training alongside their active duty counterparts at Fort Benning. Officer Candidates from the National Guard and Army Reserve conduct the final phase of training before commissioning during their two-week annual training period. Over 650 future officers were trained for the Army in the first year, with similar numbers being trained in subsequent years.

The mission of OCS remains; to train selected personnel in the fundamentals of leadership; basic military skills; instill professional ethics; evaluate leadership potential; and commission those who qualify as second lieutenants in all sixteen basic branches of the Army.

Appendix F

CHANGE OF COMMAND CEREMONY

If men are to give their best in war they must be united. Discipline seeks through drill to instill into all ranks this sense of unity, by requiring them to obey orders as one man. A Ceremonial Parade, moreover, provides an occasion for men to express pride in their performance, pride in the Regiment or Corps and pride in the profession of Arms.

-General Sir Harold Alexander

F-1. Positions.

- a. Form the company in a line formation with the outgoing chain of command at their standard posts.
 - (1) Company Commander. 12 steps to the front and centered on the company.
 - (2) Executive Officer. Two steps to the rear of and directly behind the First Sergeant.
 - (3) Platoon Leaders. Six steps in front of the first squad and centered on the platoon.
 - (4) First Sergeant. Three steps to the rear of the last rank and centered on the company.
 - (5) Platoon Sergeants. One step to the rear of the last squad and centered on the platoon.
 - (6) Squad Leaders. Covered from front to rear on the extreme right of their respective squads.
- b. Position the incoming chain of command as follows:
 - (1) The company commander, executive officer and first sergeant are two steps behind and centered on the outgoing executive officer, from left to right respectively.
 - (2) The platoon leaders fall in as the extreme left members of the first squad.
 - (3) The platoon sergeants fall in as the extreme left members of the last squad.
 - (4) The squad leaders fall in directly beside the outgoing squad leader.
- c. The outgoing company commander gives the following command. “Chain number _____, post.” “Chain number _____” is the preparatory command and “post” is the command of execution. The following events will occur simultaneously.
 - (1) The outgoing chain stands fast.
 - (2) The incoming commanding officer, executive officer, platoon leaders and first sergeant march by the most direct route to a position one step to the left of their outgoing counterpart.
 - (3) The incoming platoon sergeants execute an about face and march to a position one step to the left of the outgoing platoon sergeant.
 - (4) The squad leaders stand fast.
- d. Once the incoming chain leaves their platoon positions, the platoon members will not break ranks to fill in the spaces.
- e. The outgoing company commander gives the command “Center, face”. “Center” is the preparatory command and “face” is the command of execution. All members of the incoming chain will execute a right face and all members of the outgoing chain will execute a left face.
- f. The company commander gives the command “Change, command”. “Change” is the preparatory command and “command” is the command of execution. The outgoing chain and the incoming chain will remove their insignia of rank and their OCS insignia respectively. The outgoing chain will pin the insignia of rank on the incoming chain and the incoming chain will then pin the OCS insignia on the outgoing chain. At no time prior to this will any insignia of rank or OCS insignia be removed.
- g. The incoming company commander is now in charge. He gives the command “present, arms”. “Present” is the preparatory command and “arms” is the command of execution. At this time, all

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personnel in the outgoing and incoming chains render a salute. Everyone will hold the salute until the company commander orders “*order, arms*”. At this time, all personnel drop the hand salute and recover to the position of attention.

h. The new and old chains then simultaneously execute the following movements:

- (1) One 15” step to the right.
- (2) One 30” step forward.
- (3) One 15” step to the left.
- (4) Left face for the incoming chain. Right face for the outgoing chain.

i. The incoming company commander gives the command “*chain number _____, post out*”. “Chain number _____” is the preparatory command and “post out” is the command of execution. The following events then occur:

(1) The outgoing company commander, executive officer and first sergeant march by the most direct route to their platoon and fall in on the extreme left of their platoon.

(2) The outgoing platoon leaders and platoon sergeants fall into the spaces held by the incoming chain.

(3) The squad leaders stand fast.

j. This concludes the change of command ceremony.

Appendix G

PACKING LIST

G-1. GENERAL

MINIMUM QUANTITY	ITEM DESCRIPTION	ITEM # / NSN	X = ON HAND
HOME STATE S-1 / ADMIN ISSUED ITEMS			
1 each	Identification Card, Military	DD Form 2	
1 pair	Tags, Personnel ID w/ chain		
5 each	Orders, Annual Training		
ISSUED CLOTHING			
1 each	Belt, Trousers	B60252	
2 pair	Boots, Combat, Black	C06749	
1 each	Buckle, Belt, Black	C32045	
2 each	Cap, BDU (must match BDUs, i.e. lightweight for lightweight BDUs)	C01123	
1 each	Coat, Cold Weather, BDU or Jacket, Gore-Tex™	E43851	
1 pair	Gloves, Shell, Black Leather w/ inserts	J63269	
4 each	Coat, BDU (Temp & HW)	C64956/C43302	
1 each	Jacket, IPFU or Sweat Jacket, PFU	NSN based on size	
1 pair	Pants, IPFU or Sweat Pants, PFU	NSN based on size	
1 each	Shirt, long sleeve, IPFU (not used with PFU)	NSN based on size	
2 each	Shirt, short sleeve, IPFU, or Shirt, PFU	NSN based on size	
2 each	Shorts, black, IPFU or Shorts, gray, PFU	NSN based on size	
1 each	Cap. knit, black (watch cap)	8405-01-006-1074	
10 pair	Socks, Wool, Boot	T93335	
4 pair	Trousers, BDU (Temp & HW)	T35160/T52743	
6 each	Undershirt, Brown	X86565	
INDIVIDUAL EQUIPMENT			
1 each	Bag, Duffel	B14729	
1 each	Bag, Sleeping (Mummy or MSS)	T71706	
1 each	Bag, Waterproof	B15825	
1 each	Bag, Laundry	B13907	
1 each	Belt, Individual Equipment	B59567	
2 each	Canteen, Water, Plastic (1 qt)	C96536	
1 each	Case, First Aid with field dressing	D11812	
2 each	Case, Small Arms	D64043	
1 each	Compass, Lensatic with case & Lanyard (FUNCTIONAL)	E63317	
2 each	Cover, Canteen	F30391	
1 each	Cup, Canteen	F54817	
1 each	Entrenching Tool w/ Carrier	L00210/D11812	
1 each	Flashlight, (w/ all lenses and batteries)	6230-00-264-8261	
1 each	Frame, Strap, Shoulder (ALICE)	H90705	
1 each	Helmet, PASGT (Kevlar) (Without cover)	K34733	
1 each	Jacket, Wet Weather	N39848	

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MINIMUM QUANTITY	ITEM DESCRIPTION	ITEM # / NSN	X = ON HAND
INDIVIDUAL EQUIPMENT (continued)			
1 each	Poncho	P17415	
1 each	Liner, Poncho	L70789	
1 each	Mat, Sleeping	M37042	
1 pair	Overshoes, Wet Weather	N39848	
1 each	Ruck, ALICE, with frame (recommend LARGE)	H39835	
1 each	Shelter half, w/ 1 rope, 3 poles, & 5 stakes (snaps, not buttons)	T00150	
1 pair	Suspenders, individual equipment or Tactical Load Bearing Vest	U73323	
1 pair	Trousers, Wet Weather	N37752	
HOME STATE ISSUED ITEMS			
1 each	Protective Mask (M40 / M42)	M12418	
1 each	Bee-sting allergy kit (by prescription)		
5 each	Bag, Zip-Lock, Plastic (12 x 12)	8105-00-837-7757	
5 each	Bag, Zip-Lock, Plastic (8 x 8)	8105-00-837-7755	
5 each	Bag, Zip-Lock, Plastic (6 x 6)	8105-00-837-7754	
1 roll	Tape, OD, 1"	7510-00-890-9872	
1 pair	Plug, Ear w/ case	6515-01-100-1674	
3 each	Pen, Black, ball-point	7520-01-060-5820	
2 each	Pen, Sharpie, fine point, black	7520-01-360-7742	
1 each	Ruler, 12"	7510-00-935-1005 or 7510-00-161-6215	
1 each	Sewing Kit	8315-01-222-0680	
2 each	Book, Memo 3.5" x 4.5"	7530-01-060-7511	
1 each	Marker, Permanent, Black	7520-00-973-1059	
1 each	Notebook, Steno Type	7530-00-223-7939	
1 pack	Paper, Loose Leaf	7530-00-559-9836	
2 packs	Index Cards, 3" x 5" (100 per pack)	7530-00-247-0325	
1 set	Pens, Alcohol, super fine, red, blue, black, green	7520-01-392-5295	
1 each	Pen, cleaning (alcohol)	7520-01-385-5271	
2 each	Pencil, mechanical	7520-00-590-1878	
2 each	Coordinate Scale and Protractor	GTA 5-2-10	
1 each	Camouflage Compact or Stick	6850-01-262-0635	
25'	Cord, 550	4020-00-262-2019	
2 sets	Insignia, OCS, non-subdued (on uniforms)	8455-00-985-7452	
6 sets	Insignia, OCS, subdued	8455-00-126-9290	
1 each	Calamine Lotion	6505-00-687-4534	
1 each	Chigg-Away	6505-01-137-8456	
1 each	Foot Powder	6505-01-008-3054	
1 each	Insect Repellant	6840-01-003-9590	
1 each	Lipstick, Anti-Chap	6505-01-436-0607	
1 each	Pre-Sun 15, 4 oz	6505-01-121-2336	
1 each	Whistle, Plastic, Black or Dark Green	8465-00-254-8803	
1 each	Camelback (Camo or black) OR 2qt canteen	71000	

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MINIMUM QUANTITY	ITEM DESCRIPTION	ITEM # / NSN	X = ON HAND
COMMON ITEMS			
1 each	Athletic Supporter (Male)		
3 each	Brassiere, Athletic/Sports type (Female)		
1 kit	Polish, Shoe		
1 pair	Shoes, Running		
1 pair	Shoes, shower		
2 pair	Laces, Combat Boot (spares)		
5 pair	Socks, White, Running (no logos or stripes; length = between ankle & mid-calf)		
2 each	Tabs, Blousing (Velcro)		
1 kit	Toilet Articles, (as required): toothbrush, toothbrush case, toothpaste, soap, soap dish, shaving gear, mirror, comb or small brush, feminine hygiene articles, dental floss, mouthwash, antiperspirant.		
3 each	Towel, Bath, Brown	W69891	
2 each	Washcloth, Brown		
6 each	Undergarments		
3 each	Padlock, combination (SERVICEABLE, must fit on duffle bag)		
1 each	Watch, Wrist		
1 pair	Blousing rubbers (elastic with hooks)		
2 rolls	Tape, Black electrical		
1 each	Sewing Kit	8315-01-222-0679	
MISCELLANEOUS			
10 each	Coat Hangers, Copper		
2 pair	Government Issued eyeglasses (if required by prescription; no contacts) 1 pr worn, 1 extra		
1 pair	Protective Mask corrective lens insert (if required by prescription)		
1 set	Civilian clothes (worn in transit)		
4 each	Battery, D cell (2 in flashlight)	6135-00-120-1020	
	Money to cover incidental expenses – do not bring excessive amounts of money to training.		
COLD WEATHER ADDENDUM (Do not bring unless instructed to do so)			
1 each	Cap, Cold Weather (Pile Cap)	NSN varies by size	
2 each	Top, Underwear, Polypropylene	U86178	
2 each	Bottom, Underwear, Polypropylene	D49418	
1 each	Trousers, ECWS (Gore-Tex™)	T35375	
1 pair	Boots, ECWS (Gore-Tex™)	B09054	

G-2. **ROAD MARCH.** All personnel will wear the following items:

- a. Battle dress uniform (woodland pattern).
- b. Kevlar helmet. Candidates will wear a stripped Kevlar helmet (no cover or band). The commander may authorize the wear of the BDU patrol cap/TAC black hat during foot marches under heat category IV or V conditions.

c. The pistol belt with suspenders/load-bearing vest (LBV) worn snugly around the waist and fastened. LBE/LBV is worn IAW Basic OC Field Uniform (Appendix C).

d. All candidates carry a weapon (M4/M16) or “dummy” training aid.

e. Items worn outside the rucksack:

(1) Entrenching tool with carrier attached to the bottom right side (as worn).

(2) Sleeping mat rolled and secured under the top straps.

(3) Two-quart canteen with carrier attached to the bottom left side (as worn). If candidates have the Camelback device in lieu of the two-quart canteen, OCs secure the Camelback according to the commander's guidance.

(4) Wet-weather top or poncho in the lower center pocket.

f. Contents of Rucksack. The OC chain of command determines the items carried inside the rucksack. Items carried inside the rucksack should be tailored for expected weather and mission requirements. The rucksack **must** weight between 35 and 40 pounds at the completion of the road march.

g. All personnel must secure the helmet chin strap with black or olive drab tactical tape (100 mph tape or electrical tape), and all excess rucksack straps must be neatly rolled and secured.

Appendix H

LEADERSHIP DEVELOPMENT PROGRAM (LDP)

*An officer's primary responsibility is to develop people
and enable them to reach their full potential.*

-General Dennis J. Reimer

H-1. **The Leadership Development Program.** The leadership development program (LDP) is designed to provide Officer Candidates the opportunity to learn and develop beyond the OCS POI. Below are some activities in which candidates may participate under the direction of the TAC staff:

- a. Role Playing Exercises.
- b. Professional reading (military history, branch journals, etc.).
- c. Leadership Exercises.
- d. EO Exercises.
- e. Becoming an Officer - what to expect from former peers, what people will expect of you, what changes and what does not.
- f. The Officer Image- the importance of professional competence, having the courage to act, your relationship with the boss, personal characteristics that affect your image and avoiding tarnishing your image.
- g. Heritage, Customs and Courtesies of the Army- the correct use of titles, the different customs of rank, military taboos and history of the salute.
- h. Readings and discussions on ethics - challenges to your integrity, ethical dilemmas and avoiding conflicts of interest.
- i. Associations and Organizations That Provide Support to the Army- Army Community Service (ACS), TRICARE, Veterans Administration (VA), Morale, Welfare and Recreation (MWR), Army Emergency Relief (AER), American Red Cross, Army and Air Force Mutual Aid Association, State National Guard Associations, Association of the United States Army (AUSA) (OCs who want to join may fill out membership forms; it is much less expensive to join as a candidate than as an officer; obtain forms from CO), United Services Automobile Association (USAA).
- j. Professional Development- career progression, Officer School System, Officer Record Brief (ORB), Official Military Personnel File (OMPF), Officer Evaluation System (OES), Officer Evaluation Report (OER), Officer Assignment Preference Statement.
- k. Officer Uniform Requirements (AR 670-1 Appendix C) - required items and accessories, mandatory possession/wear-out dates, optional purchase items.
- l. Finance- Leave and Earnings Statement (LES), Temporary Duty (TDY)/ Travel pay, managing personal finances.
- m. Readings and discussions on leadership- team building, leadership, counseling, mentoring.
- n. Establishing and maintaining a good working relationship with junior enlisted soldiers and Noncommissioned Officers- "My LT and Me", "The Officer and the NCO: Who Does What?", "Officer-NCO Relations: An NCO Perspective", "Building the NCO/Officer Team: When Does the Process Begin?", and "Evaluations: A Tool for NCO Development."
- o. Discussions on the OPMS/Professional Development.
- p. Employer Support of the Guard and Reserve (ESGR). How this program affects you, your soldiers, your unit, and the community.

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q. Deployment. The impact of deployments on reserve component soldiers, their families, and their careers.

H-2. **Applicability.** The above list of leadership development program activities (LDPs) is not all-inclusive. Cadre can conduct additional LDPs with the approval of the Company Commander. The training schedule will contain LDP times. Platoon TACs or candidates may present the LDP, but cadre will supervise and monitor all blocks of instruction.

Appendix I

AFTER-ACTION REVIEWS

*My aim...is to inspire veterans and young soldiers alike to reflect on these matters,
to look into them more deeply, and then to proceed to purposeful action.*
-Major General Heinz Guderian, "Achtung Panzer!"

The Americans eventually get it right, but not until they've exhausted all possible alternatives.
-Winston Churchill

I-1. General.

a. An after-action review (AAR) is a professional discussion of an event, focused on performance standards, that enables soldiers to discover for themselves what happened, why it happened and how to sustain strengths and improve on weaknesses. It is a tool leaders and units can use to get the maximum benefit from every mission or task.

Reference: TC 25-20,
*A Leader's Guide to After
Action Reviews* (1993).

b. AARs are not cure-alls for unit-training problems. Leaders must still make on-the-spot corrections and take responsibility for training their soldiers and units. However, AARs are a key part of the training process. The goal is to improve soldier, leader and unit performance.

c. Candidate chain of command will turn in a written AAR at the completion of tour of duty.

I-2. Types of After-Action Reviews.

a. All AARs follow the same general format, involve the exchange of ideas and observations and focus on improving training proficiency. How leaders conduct a particular AAR determines whether it is formal or informal.

b. Formal AAR. Leaders plan formal AARs at the same time they finalize the near-term training plan. Formal AARs require more planning and preparation than informal AARs. They may require site reconnaissance and selection, coordination for training aids, and selection and training of observers and controllers.

(1) Formal AARs are usually held at company level and above.

(2) During formal AARs, the AAR leader focuses the discussion of events on training objectives. At the end, the leader reviews key points and identified issues, and once again focuses on training objectives.

b. Informal AAR. Leaders usually conduct informal AARs for soldier and small unit training at platoon level and below. Leaders may use informal AARs as on-the-spot coaching tools while reviewing soldier and unit performance during training.

(1) Informal AARs provide immediate feedback to soldiers, leaders and units during training. Ideas and solutions the leader gathers during informal AARs can be immediately put to use as the unit continues training.

(2) Informal AARs maximize training value because all unit members are actively involved. They learn what to do, how to do it better, and the importance of the roles they can play in unit-task accomplishment.

c. The most significant difference between formal and informal AARs is the quantity and type of training resources and training aids required. Providing immediate feedback while the training is still fresh in the soldiers' minds is a significant strength of informal AARs.

I-3. After-Action Review Format.

- a. Introduction and rules.
- b. Review of training objectives.
- c. Commander's mission and intent (what was supposed to happen).
- d. Opposing force (OPFOR) commander's intent (when appropriate).
- e. Relevant doctrine and tactics, techniques and procedures (TTPs).
- f. Summary of recent events (what happened).
- g. Discussion of key issues (why it happened and how to improve).
- h. Discussion of optional issues.
- i. Discussion of force protection issues (discussed throughout).
- j. Closing comments (summary).

I-4. After-Action Review Techniques.

- a. Use leading questions to guide the participants.
- b. Cut off inappropriate discussion, particularly excuses and doctrinal debates.
- c. Keep the review short and simple.
- d. Encourage all participants, not just the unit leaders, to contribute.
- e. Don't allow the participants to point fingers, attack, or humiliate each other.
- f. Let the participants identify their own mistakes, the facilitator does not critique.
- g. Guide the participating leaders to identify the major learning points and let them decide if they met the training objective standard.
- h. End the review with a concise summary of lessons learned and training objectives met and not met. **DO NOT CRITIQUE**. State the remedial training needs and the training objectives for the next exercise.

Appendix J

SAFETY AND RISK ASSESSMENT

First reckon, then risk.

-Field Marshal Helmuth von Moltke

J-1. Purpose. The purpose of risk management is to identify operational risks and take reasonable measures to reduce or eliminate hazards. Risk management is an integral and routine part of planning and mission execution. The Army expects leaders to create an environment in which the lives and well-being of soldiers are an integral part of the accomplishment of the mission.

a. There are two fundamental goals of Risk Management. They are to reduce and keep to a minimum personnel accidents and monetary losses, and provide a safe and healthy environment for those exposed to Army operations.

b. Army Policy on risk management. AR 385-10 directs that leaders at all levels effectively integrate into all Army plans, programs, decision processes, operations and activities the following principles.

(1) Decision-makers at every level will employ risk management approaches to effectively preclude unacceptable risk to the safety of personnel and property.

(2) Leaders take appropriate action to correct deficiencies.

(3) Performance standards for military and civilian managers will include accident prevention and occupational health responsibilities as a rating element.

c. Risk management is a systematic 5 step decision-making process by which leaders at all levels make military operations safer and more effective. The process is used to balance the mission needs against the potential losses. The goal of any leader is not training first nor safety first, but training safely. The key terms used in the risk management process are listed below.

(1) Hazard. A condition with the potential of causing injury to personnel, damage to equipment or structures, loss of material, or reduction of ability to perform a prescribed function.

(2) Risk. A possibility or chance of loss over a specific period of time or number of operational cycles.

(3) Risk Assessment. The process of detecting hazards and systematically assessing their overall risk.

(4) Risk Management. The process whereby leaders make management decisions and implement actions to reduce the effects of identified hazards.

(5) Gambling. A nonsystematic risk decision whereby the leader can make no reasonable prediction as to the results or outcome of the decision.

J-2. The Three Tiers of Safety.

a. Tier 1 – Command Level

(1) Provide a command climate that ties safety into force protection.

(2) Plan and resource for safety.

(3) Establish safety standards.

(4) Keep training consistent with abilities.

(5) Make risk acceptance decisions.

- b. Tier 2 – Leader Level
 - (1) Reinforce command climate on safety.
 - (2) Identify and eliminate or control safety hazards.
 - (3) Train/emphasize/enforce performance to standard.
 - (4) Assess hazards/risks.
 - (5) Make risk decisions; supervise and follow-up.
- c. Tier 3 – Individual Level
 - (1) Take personal responsibility for safety/risk management.
 - (2) Take immediate action for unsafe acts.
 - (3) Modify your own risk behavior.
 - (4) Perform to standards.
 - (5) Be part of the “buddy” system.

J-3. The Rules of Risk Management. The 4 rules of risk management are listed below.

a. Integrate into training. Risk management is an integral part of training and execution of military operations. It is NOT a safety inhibitor. Risk management is not a separate process but is integrated into the Army planning process.

b. Accept no unnecessary risk. The key word in this rule is unnecessary. An unnecessary risk is any risk that if taken, will not contribute meaningfully to mission accomplishment. Leaders who take unnecessary risk are gambling with the lives of their soldiers.

c. Make risk decisions at the proper level. What is the right level? It is the level where the decision maker has the experience and maturity to make a good decision. Normally, this is the leader responsible for the mission; however, decisions should be made at the lowest possible level consistent with this rule.

d. Accept risks when the benefits outweigh the cost. Nothing that we do in the Army is risk free. Army leaders are in the risk taking business. If the outcome or benefit of any military operation is worth the risks involved, then the military leaders will accept those risks.

J-4. The Risk Management Process.

a. Identify the hazards. Leaders identify potential sources of hazard or risk soldiers could encounter. This applies to training and combat (using the factors of METT-T). Some of the factors to consider in hazard identification are weather, terrain and time for training or duration of the event.

b. Assess the hazards. Leaders must estimate what the effect will be (catastrophic, critical, marginal, etc.), and what is the probability of the hazard occurring (remote, likely, frequent, etc.). The goal of this step is to categorize the risk into the following categories: extremely high, high, medium, and low.

c. Make a decision. Leaders must make risk acceptance decisions by balancing the benefits of the operation against the risk associated with the mission. Additionally, leaders can only make risk acceptance decisions depending on the level of risk. Make the decision to accept risk at the appropriate level.

(1) Extremely High Risk – MACOM Commander.

(2) High Risk – Installation Commander.

(3) Medium and Low Risk – Delegated to the appropriate level (for example, medium risk to brigade commanders and low risk to company commanders).

J-5. Controls. Army operations have a certain amount of risk involved; however, leaders can eliminate unnecessary risks and reduce the effect of the risk by implementing controls.

a. Implement controls. Leaders should ensure that these controls are implemented into plans, OPORDs, SOPs, training performance standards and rehearsals.

b. Supervise. The best decisions and controls serve little purpose if the leader fails to supervise and enforce controls and standards. Supervision must be an ongoing process before, during and after the entire phase of the operation.

RISK MATRIX						
		Probability				
Severity		Frequent A	Likely B	Occasional C	Seldom D	Unlikely E
Catastrophic	I	E	E	H	H	M
Critical	II	E	H	H	M	L
Marginal	III	H	M	M	L	L
Negligible	IV	M	L	L	L	L
E-Extremely High Risk			M-Moderate Risk			
H-High Risk			L-Low Risk			



OCS Risk Management Worksheet



1. MSN / TASK: _____

2. DTG BEGIN: _____
END: _____

3. DATE: _____

4. PREPARED BY: _____
RANK / LAST NAME / DUTY POSITION

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5. HAZARDS	6. INITIAL RISK LEVEL	7. CONTROLS	8. RESIDUAL RISK LEVEL	11. HOW TO IMPLEMENT	12. HOW TO SUPERVISE	13. Control Effective YES/NO
9. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (CIRCLE ONE): LOW MEDIUM HIGH EXTREMELY HIGH				10. RISK DECISION AUTHORITY: RANK / LAST NAME / DUTY POSITION		

Appendix K

OCS Evaluation Course Criteria

Mediocrity knows nothing higher than itself, but talent instantly recognizes genius.

-Sir Arthur Conan Doyle

K-1. Distinguished Military Graduate (DMG) Process. Any system that awards honors must be devoid of any impropriety or any appearance of impropriety. To avoid this, the ARNG OCS program uses an objective points system to determine each state's OCS Honor graduate and those who graduate with honors. Officer candidates can score a maximum of 3200 points throughout the three phases of OCS. There are 600 possible points for APFT # 2; 1600 possible points for leadership evaluations, and 1000 possible points for end of module exams. While other events in OCS are important, they are either too ambiguous (e.g. pass/fail events) or are too subjective to be of value in determining honor graduate status (e.g. peer evaluations, one time ranking determined by TAC officers / NCOs). On the surface, awarding 1600 points for leadership seems as if 50% of the honors points are determined by leadership however, this is not true in practice and is explained in detail when determining leadership evaluation honors points.

a. Academics. There are 10 end of module exams given in Phases I and II of OCS. Each one of these exams is scored as a percentage and entered on the end of course summary. Each exam holds a possible 100 points for the candidate. The company commander determining honors simply takes each exam and awards the same number of points per exam as the percentage written on the end of course summary. It is important to note that *only* the land navigation overall score is counted for honors. Also important to note is that retest only count 70 for honors no matter what the second score on the exam.

b. Physical Fitness. Physical Fitness honors are based on APFT #2 (Record APFT prior to Phase III). The maximum honors points available for the APFT # 2 is 600. A candidate can score a possible 300 points on the APFT # 2 (the extended scale score for candidates scoring 300 points or better on the APFT is not taken into account for determining class honors other than the Physical Fitness award). To determine a candidate's honors points simply take the number of points scored on APFT # 2 and double the number. This is the candidate's honors score for APFT # 2. If an officer candidate fails APFT # 2 and requires a retest and passes the retest, the maximum number of honor points given to this candidate is 360 (180 x 2).

c. Officer candidates must receive at least one leadership position per phase. Some receive more positions (in a smaller class) and some receive fewer (in the case of a large class). Since a candidate receives honors points based on the average of their leadership positions, how many they received is not a determining factor when computing honors points. For clarity, it is important to explain this portion in steps.

(1) Step 1. Determine the officer candidate's average leadership evaluation score. This is determined simply from averaging all the scores from leadership positions held. In our example, OC Knight had the following leadership positions and ratings:

PART IV – LEADERSHIP POSITIONS HELD (LIST EACH POSITION AND PERFORMANCE RATING ATTAINED)							
GARRISON POSITIONS				FIELD POSITIONS			
POSITION	DATE	PHASE	RATING	POSITION	DATE	PHASE	RATING
Squad Leader	15 Jul 02	I	5	Platoon Leader	05 Aug 03	III	4
Company CDR	21 Jul 02	I	4	Company CDR	13 Aug 03	III	3
Platoon Leader	19-20 Oct 02	II	2				
Squad Leader	14-15 Dec 02	II	3				
First Sergeant	03-04 May 03	II	3				

If we take all of OC Knight's leadership evaluations (LER and FLER) and average them we arrive at the following value:

$$5+4+2+3+3+4+3 = 24 / 7 \text{ positions held} = 3.4 \text{ average}$$

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(2) Step 2. Since smaller numbers reflect greater performance in leadership positions and larger numbers mean better performance when determining honors, we must invert this number to properly reflect the amount of success a candidate achieved in a 5 point system. To do this we subtract the average from five.

$$\text{For example, } 5 - 3.4 = 1.6$$

(3) Step 3 and 4. Now we must turn this inverted number into an honors points number. To turn this inverted number a points number we divide the value by 5 and then multiply by 1000 to get a points number.

$$\text{For example: } 1.6 / 5 = .32 \times 1000 = 320$$

This is not our final leadership honors points number because one must realize two things:

(a) At this point, with this formula, 800 is the highest number achievable due to the fact that a candidate receiving all 1's would average to 1; subtracting 1 from five leaves 4; dividing by 5 is .80, which gives us 800 honors points for a candidate that received all 1's on leadership evaluation.

(b) One must also consider that a maximum possible 800 leadership points is not equitable to a possible 1000 points for academics especially when you consider that 700 academic points is the lowest possible score a candidate can graduate with. We therefore raise the possible leadership evaluation points to 1600 by doubling the previous value to make up the disparity. $800 \times 2 = 1600$. With this formula, a candidate who averages 3's on his / her leadership evaluations (success – 2LT performance) would receive 800 honors points (using this formula) for leadership which is equitable with the academic success.

(4) Considering this, to arrive at our final leadership score for OC Knight we take the 320 arrived at in step 3 and multiply by 2 (double). Doing this we arrive at the following value.

$$320 \times 2 = 640$$

OC Knight's leadership score is 640.

(5) In summary, the formula steps are:

Find the average of leadership scores (OC Knight: $5+4+2+3+3+4+3 = 24 / 7 = 3.4$).

Invert the average by subtracting it from 5 (OC Knight: $5 - 3.4 = 1.6$).

Dividing the inverse by 5 (OC Knight: $1.6 / 5 = .32$).

Multiply by 1000 (OC Knight: $.32 \times 1000 = 320$).

Multiply by 2 (OC Knight: $2 \times 320 = 640$).

Result. OC Knight scores 640 honors points for leadership evaluations.

Add OC Knight's academic score and final APFT score (multiplied by 2) to the leadership score to determine his/her final honors points.

K-2. **THE HONOR GRADUATE.** Once the honors points are determined, the points are added and the class rank-ordered: the OC with the highest point total is the Honor Graduate.

Appendix L

CONTRABAND

L-1. **Contraband.** The following items are considered contraband and will be secured IAW local SOP. The TAC staff may grant use of some of these items during Intermediate or Senior Phase as phase privileges.

1. Tobacco products.
2. Alcohol.
3. Any supplements taken to enhance performance.
4. Medications not prescribed by a Physician.
5. Food (to include gum, candy, cough drops, mints, etc.) No food will be taken out of the DFAC or brought back from the field.
6. Contact lenses.
7. Civilian glasses.
8. Glass bottles (except small bottles of M-Nu™).
9. Cleaning agents (any not issued by unit).
10. Irons.
11. Stoves.
12. Heat tabs.
13. Cosmetics.
14. Hair nets & curlers.
15. Perfumes, colognes, or after-shave.
16. Body sprays.
17. Non-issued protractors.
18. Any TA-50 not on the packing list (Annex G).
19. Electric or battery operated razors.
20. Digital/tape recorders, CD players, Walkman, MP3 players.
21. Radios, portable TV/ DVD players.
22. Cellular phones.
23. Pagers, beepers.
24. Laptop/palmtop computers (except for OCS use, when coordinated with the TAC staff).
25. Global positioning devices.
26. Civilian clothes.
27. Magazines.
28. Newspapers.
29. Army publications other than those issued by the OCS Company.
30. Bayonets, fixed-blade knives, or knives over 3".
31. Any items in an aerosol can (i.e., spray starch, deodorant).
32. Any lotion other than non-scented.
33. Any handheld electronic devices (i.e., video game players, palm pilot, organizers).
33. Adult material of any kind.
34. Vitamins.

a. Regarding items 1-4: These items could cause severe physical harm if they are used under the strenuous conditions placed on the candidate throughout the course.

b. This list is not all-inclusive. Items that are not listed above are subject to cadre discretion. If you have question concerning a particular item ask your platoon TAC for additional guidance.

c. You will be verbally counseled on retaining any of these items. If any contraband is found on you or in your room at any time during the course you will be subject to disciplinary action.

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Appendix M

PREPARING THE OCS STUDENT AUTOBIOGRAPHY

M-1. **SUBJECT AREA:** Written Communication.

M-2. **ASSIGNMENT:** Write an OCS Student autobiography of 4-5 pages (1000 words max.)

M-3. **ASSIGNMENT INFORMATION:**

a. Substance: Generally speaking, a writer reflects upon and describes his/her life, or part of it, in an autobiography. For your first assignment as an OCS student, we ask that you write an OCS Student autobiography, focusing on that part of your life which has led you to consider becoming an Army Officer. Here are some suggestions for proceeding with this assignment:

(1) Present vital statistics: date, place of birth, places of residence, schools you have attended, family background, and prior military service or experiences.

(2) Describe special events in your life; relate circumstances and happenings that make you different, that help make you what you are, and that you expect your audience to find memorable.

(3) Tell what you expect to contribute to society through gaining an education and what you may contribute by completing OCS requirements and gaining a commission.

NOTE: One of your principle writing tasks is to develop a fluid, readable narrative of your life, so do not merely list responses to these suggested questions. Instead, weave your responses into a narrative story of your life and your expectations in life and how this relates to your goal of earning a commission in the military.

b. Format: Final paper will be typed or computer-printed on one side only. Number each page (except the first page-cover sheet) on the center bottom of the page. The cover sheet format is provided. Your autobiography will start on the second page and be numbered "1" in the numbering sequence of all the remaining pages.

c. Fasten a head and shoulders photo of yourself (3" x 5" or 4" x 6" photos or digital camera printouts on high-quality paper are acceptable) in uniform (BDUs) to the bottom of the cover sheet. Use "Scotch Magic Tape" to fasten photo to cover sheet. Local policy/SOP may require your class to schedule a date for all of you to take photos together, or you may wish to get together with classmates and take each other's picture.

d. Evaluation: OCS Staff members will evaluate your autobiography. The OCS Selection Board of Officers will read and review your autobiography to formulate initial opinions about you. Your autobiography will be judged on four criteria: *content*, *organization*, *readability*, and *presentability*. Evaluators will consider the following questions as they make their evaluation:

(1) Substance. How much specific detail have you used? (Generally, the more detail the better) How appropriate is the detail? How well does the reader get to "know" you, solely on the bases of your autobiography?

(2) Organization. Does your paper develop smoothly? Does each part relate well with the rest of your paper? Do you relate your earlier life to your present situation in college? Do your expectations regarding the future emerge clearly from what you reveal of your past and present?

(3) Style. Have you used effective transitions? Have you written directly? Have you chosen familiar, unpretentious vocabulary? Have you avoided long, cumbersome

sentences? On the other hand, have you also avoided an extended series of very simply structured sentences? Has your punctuation assisted rather than hindered or confused your reader? Overall, have you observed the conventions of standard written English?

(4) Correctness. Is your text carefully proofread, and free of typographical errors? Have you used the proper format? Is your text neat, and free of smudges and wrinkles?

e. Acknowledgements: Most writers benefit from various kinds of assistance. Most texts are read in draft form by trusted readers who offer suggestions for improving the text. Also, many writers use proofreaders and typists. Many colleges have tutorial services or writing centers where students can get individual assistance in writing. All writers have an ethical obligation to acknowledge all such forms of assistance. If you need or want assistance in writing your autobiography, do not hesitate in obtaining it. However, you must understand that the substance and content of your autobiography must be your own work. If you receive help in preparing your autobiography, then you must acknowledge it on your cover sheet as such:

_____(Name/Title)_____ read an early draft of my autobiography and offered recommendations.

_____(Name/Title)_____ proofread my final draft and/or the final text.

_____(Name/Title)_____ typed or word-processed my final text.

If you received no assistance, simply write "none" below the acknowledgements entry on the cover sheet.

M-4. Cover Sheet Format

OCS Student Autobiography
by

NAME: *(Last, First, Middle)*

OCS Program *(State)*

OCS Class Number

Date Prepared

Acknowledgements:

Candidate Photo

OCS Alma Mater. Whenever recited, all Officer Candidates who hear it must come to the position of attention and recite/sing in unison:

Far across the Chattahoochee, to the Upatoi.
OCS our Alma Mater, Benning's pride and joy.
Forward ever, backward never, faithfully we strive.
To the ports of embarkation, follow me with pride.
When it's time and we are called to guard our country's might.
We'll be there with our heads held high, in peacetime and in fight.
Yearning ever, failing never, to guard the memory,
The call is clear, we must meet the task for
FREEDOM'S NEVER FREE!



OCS Standardized Risk Management Worksheet



1. MSN / TASK:	2. DTG BEGIN:	3. DATE
_____	_____	_____
	END:	
	_____	_____

4. PREPARED BY: _____		RANK / LAST NAME / DUTY POSITION _____		Page _____ of _____	
5. HAZARDS	6. INITIAL RISK LEVEL		7. CONTROLS		8. RESIDUAL RISK LEVEL
9. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (CIRCLE ONE):			10. RISK DECISION AUTHORITY:		
LOW MEDIUM HIGH EXTREMELY HIGH					
			RANK / LAST NAME / DUTY POSITION _____		